



2024-2029 STRATEGIC PLAN



IEK STRATEGIC PLAN

2024 - 2029

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List of Abbreviations

AAK	Architectural Association of Kenya
ACEK	Association of Consulting Engineers of Kenya
AJERI	African Journal of Engineering Research and Innovation
CPD	Continuing Professional Development
EAFEO	Eastern Africa Federation of Engineering Organisations
EBK	Engineers Board of Kenya
FAEO	Federation of African Engineering Organisations
GE	Graduate Engineer
ICE	Institution of Civil Engineers
IEEE	The Institute of Electrical and Electronics Engineers
IEK	Institution of Engineers of Kenya
ITDP	Institute for Transportation and Development Policy (ITDP)
JBCC	Joint Building Construction Council
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KeRRA	Kenya Rural Roads Authority
KIP	Kenya Institute of Planners
KoTDA	Konza Technopolis Development Authority
KETRB	Kenya Engineering Technology Registration Board
KURA	Kenya Urban Roads Authority
MOU	Memorandum of Understanding
MoWSI	Ministry of Water, Sanitation and Irrigation
NCA	National Construction Authority
NEMA	National Environment Management Authority of Kenya
NHC	National Housing Corporation
NITA	National Industrial Training Authority
PE	Professional Engineer
PESTEL	Political, Economic, Social, Technological, Environmental and legal
PIP	Professional Interview Preparation
PRAC	Policy, Research and Advocacy Committee
PSC	Public Service Commission
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOWS	Threat, Opportunity, Weakness and Strength
WCCE	World Council of Civil Engineers
WFEO	World Federation of Engineering Organizations



Foreword

The Institution of Engineers of Kenya (IEK) commissioned the review of the 2019-2023 Strategic Plan, to evaluate the status of its implementation and to provide strategic direction for the next implementation term, 2024-2029.

Through this process, IEK drew insights from stakeholders and its membership to inform the next road map for “engineering a sustainable world.” It is envisioned that the next strategic cycle will onboard emerging issues within the engineering profession and economy with particular focus on representation, critical infrastructure and consumer protection.

The review and subsequent preparation of this strategic plan leverages the collective experience and expertise of our members to build a strong institution to influence society and for the well-being of our members based on a truly stakeholder driven process that acknowledges the prevailing and emerging market demands on the engineering profession and aspires to promote the profession for sustainable development and welfare of humanity.

Together, and with the support of all stakeholders, I am enthused that the strategic objectives envisioned for the next five years will positively impact the purpose for which we exist. As we enter the next strategic phase, I wish to reiterate the commitment to oversee a truly inclusive Institution where barriers that have characterized previous strategic cycles are progressively eradicated. In particular, communication across the organs of the Institution will be improved to enhance service delivery as will the inclusion of special interest members in line with section 9.02 (ix) of our Constitution including student representation in the Council.

I commend all stakeholders for their collective industry, insight and support in the formulation of this Strategic Plan as well as M/S Nordicy Limited consultants who supported its development. Indeed, your eminence and contribution towards this process will eternally be the cornerstone that will ultimately define this strategic cycle.

Eng. Erick Ohaga
President
Institution of Engineers of Kenya



It is envisioned that the next strategic cycle will onboard emerging issues within the engineering profession and economy with particular focus on representation, critical infrastructure and consumer protection

Strategic Direction

The IEK 2024-2029 Strategic Plan is a result of intense conversations among IEK members asking themselves where they want IEK to be in the next five years. This was an important reflection because in 2019 members validated the 2019-2023 strategic plan that comes to the end of its implementation this year. That strategic plan has helped IEK realise significant progress.

Through questionnaires, key informant interviews, webinars and one on one meetings, members engaged in an exercise of self-interrogation much of this year. This resulted into coding of the dreams of IEK members into this new strategic plan. This process has been very participatory. IEK members are the ultimate owners of this new strategic plan.

The strategic plan has set a new strategic direction of the institution for the next five years. The institution has coined a new vision and mission. This document aligns with the current trend in technological, legal and socio-political realities affecting the practice of Engineering.

This document comes into effect at a time when the Engineering fraternity seized of its potential has gone ahead to claim its rightful place in the society. The document reinforces that conviction. Its full implementation will see IEK that has embraced a vision of Engineers voice being respected, Engineers taking leadership in the area of infrastructure development, influencing policy and legislation that affect their practice but also focusing on improving one another through capacity building and welfare programs.

The new strategic plan sets a new growth trajectory for IEK and when fully implemented, it will catapult the institution from the current place to a place of enormous growth in the next five years. The goals, core values and strategic initiatives to deliver the new strategic direction together with the proposed monitoring and evaluation plan should provide a robust framework to ensure that the institution will realise the full implementation of this strategic plan. This will avoid the scourge of excellent plans that remain just that; Never implemented.

The document considers the challenges of the implementation of the strategic plan now coming to the end of implementation and this should inform the new strategic plan implementation in a manner that avoids pitfalls experienced in the implementation of the expiring strategic plan.

I take this opportunity to appreciate IEK Members who participated in the development of this document, I also appreciate Council for its oversight of the process. I appreciate the Consultant M/S Nordicy Limited for doing a good job in putting together the aspirations of IEK members into this document. Finally, I appreciate the Strategic Plan Committee members for their tireless efforts that brought forth this document. These are Eng. Dr. Elisha Akech the Vice Chair, Eng. Prof. Lawrence Gumbe, Eng. Albrian Mueke, Eng. Audrey Obwanda, Eng. Collins Changole, Eng. Maxwell Ngala, Abdifatah Jama and Evelyn Osero who provided support to the committee from Secretariat.

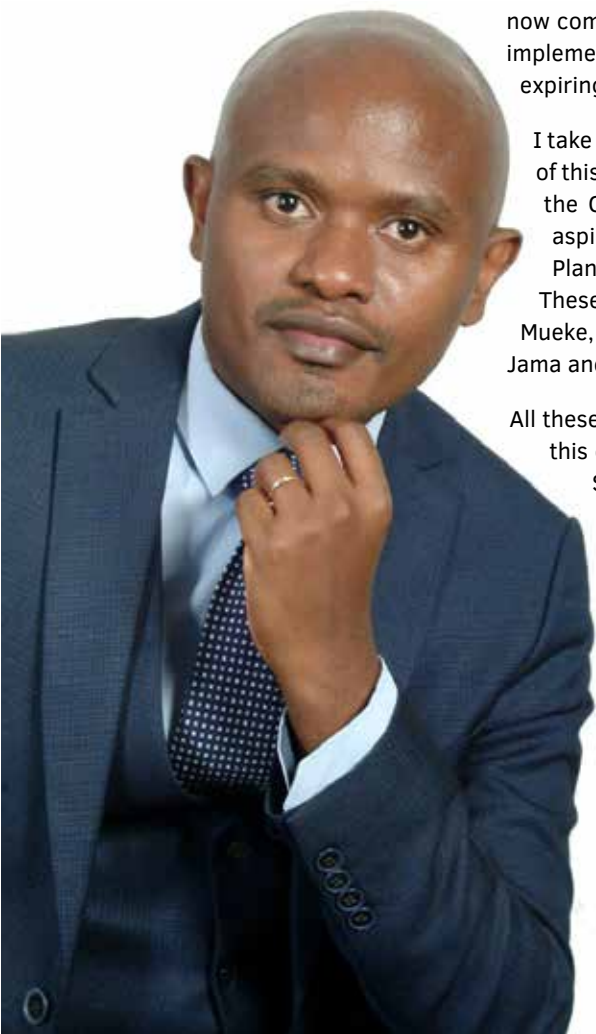
All these members will be proud that their efforts came to fruition as members validated this document on 28th July 2023 and launched it during the President dinner held in Serena Hotel on 4th August 2023. To posterity we bequeath this document.

Eng. Shammah Kiteme, CE, MIEK

*Honorary Secretary and Chair Strategic Plan Committee 2022-2024
Institution of Engineers of Kenya*



This Strategic Plan aligns with the current trend in technological, legal and socio-political realities affecting the practice of Engineering





Executive Summary

The Institution of Engineers of Kenya (IEK) was established in 1972 as the learned society of the engineering profession. IEK co-operates with national and other international institutions in developing and applying engineering to the benefit of humanity. The mandate of IEK is to promote the general advancement of science and practice of Engineering and its implications in Kenya and to facilitate the exchange of information and ideas on those subjects amongst the members of the institution. This is the third generation of the Institution of Engineers of Kenya Strategic Plan covering the period from 2023 to 2028. The Strategic Plan has been developed through a participatory process involving the Council, Membership and Secretariat. This participatory approach was useful in enriching the document and getting ownership which will improve the implementation process.

The Institution's strategic framework is primarily elaborated in its Vision, Mission and Core Values. It is further anchored on Key Result Areas which are the pillars along which results will be pursued and reported, and their Strategic Objectives.

Vision: "A Leading voice in engineering"

Mission: "To enhance professionalism and welfare in engineering practice for service to humanity"

Core Values:

- Inclusivity
- Sustainability
- Innovation
- Partnership
- Excellence

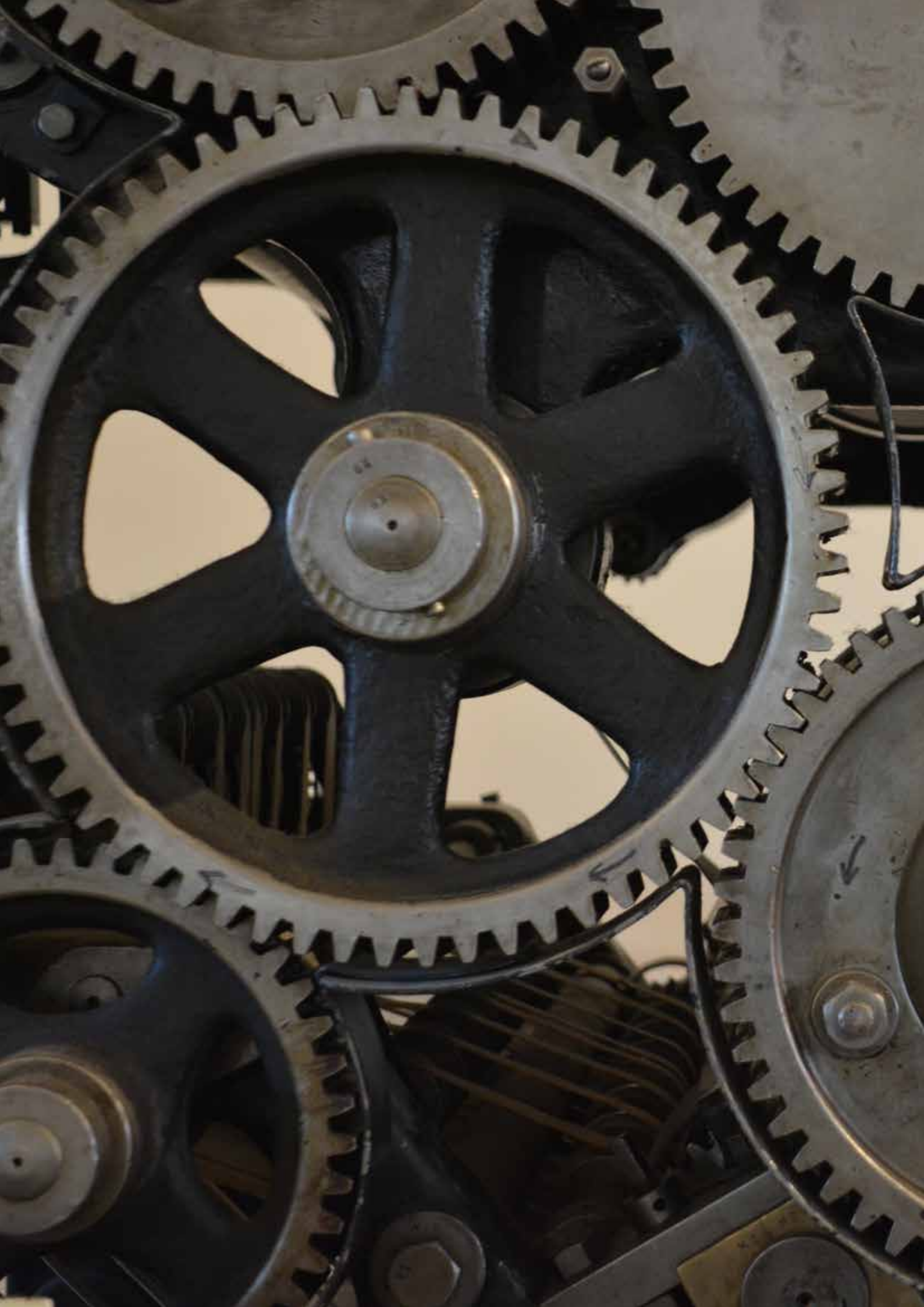
Five Key Results Areas (KRAs) have been identified, which if fully implemented, will align IEK with emerging changes and provide a guiding force that moves the Institution to the future. These areas of focus are;

- i) The People -Membership
- ii) Relevance
- iii) Governance
- iv) Resource Mobilization
- v) Expertise

The strategic themes will be actioned through the following strategic objectives:

- i) Enhance IEK as an inclusive, revered and member-driven learned society of the engineering profession
- ii) Position IEK as the go to primary authority for responsive, responsible, progressive, sustainable and public benefit engineering solutions
- iii) Enhance IEK institutional framework to support an effective, professional and collaborative community of engineers.
- iv) Transition IEK into a financially independent society sufficiently resourced to effectively advance the interests of members.
- v) Provide training that offers lifelong learning to equip engineers with current technologies and new ways of practicing

An implementation matrix has been developed to match the identified strategic themes with strategic objectives and appropriate plan of action that will enable the Institution to achieve the strategic objectives. The Plan puts in place Monitoring, Evaluation and Reporting which includes monitoring methodologies and evaluation mechanisms in the achievement of the Plan results. A midterm review will be undertaken and appropriate amendments made at that time. A final evaluation will be done to create the baseline for the next Strategic Plan.





1

Introduction

1.1 > Background

The Institution of Engineers of Kenya (IEK) is the learned society of the engineering profession and co-operates with national and other international institutions in developing and applying engineering to the benefit of humanity. The objects and purposes for which Institution of Engineers of Kenya is constituted are “to promote the general advancement of the science and practice of Engineering and its application in Kenya and to facilitate the exchange of information and ideas on those subjects amongst the members of the Institution and otherwise. Established in 1972, IEK is led by a Council elected by members who serve a two-year term. The mandate of the Council includes the development and oversight of the implementation of periodic strategic plans for IEK whose membership draws from practicing engineers working in various government institutions (both national and county), private sector, consultancies, contractors, educators, designers, manufacturers and other persons interested in engineering.

Acknowledging the pivotal role of the Engineers Board of Kenya (EBK) in the profession, IEK shall pursue continuous collaboration with the EBK to champion the key mandate of IEK including interventions requiring political goodwill, multi-stakeholder processes and cooperation. As such, IEK shall continually confer with EBK on matters crosscutting the engineering profession to support the overall welfare of engineers in Kenya.

1.2 > Mandate of IEK

The Mandate of IEK is to promote the general advancement of science and practices of Engineering and its implications in Kenya and to facilitate the exchange of information and ideas on those subjects amongst the members of the institution.

1.3 > Regulation of Engineering Practice

The EBK is the statutory body established through the Engineers Act 2011 that is responsible for the registration of Engineers and engineering firms, regulation of engineering professional services, setting of standards, development of the engineering profession and the overall practice of engineering in Kenya.

1.4 > Legal Framework

The Institution of Engineers of Kenya operates under the IEK Constitution (2015 amendments) and Societies Act. Other relevant laws include Engineers Act 2011, Kenya Roads 2007, Energy Act 2019, Public Procurement and Disposal Act 2015, Water Act 2016, Public Finance Management Act 2012, National Construction Authority Act, Kenya Roads Board Act 1999 among other relevant instruments. IEK nominates members to sit in various boards in respect of these instruments.

1.5 > Justification for Review of the Strategic Plan

In 2019, the Institution of Engineers (IEK) developed its Strategic Plan (2019-2023) which sought to create a foundation for IEK to pursue new approaches to its operations, identify opportunities to create requisite value to its members and enhance its profile as the pre-eminent authority in engineering matters. The current IEK strategic Plan comes to an end in 2023 hence the need to review and align it with emerging changes such as new technology, policies and legislations and IEK’s aspirations to provide a guiding force that moves the Institution to the future.

The new Strategic Plan is needed to address the challenges encountered in the previous plan 2019-2023 and also take into account emerging issues that have implications for the engineering profession including sustainability and focus on the needs of ever-discerning members. The strategic plan leverages the experiences of similar organizations internationally to build a truly responsive engineering professional organization that IEK aspires to be. Further, the plan includes the strengthening of IEK with regard to professional development of engineers as well as mentorship and accreditation upon professional examinations/interviews. In particular, the two organizations will work closely as well as with institutions of higher learning to promote engineering education and profession including through sharing of industry information that can inform engineering education and enhance practice.

1.6 > Methodology and Approach

This Strategic plan has been developed through consultative activities with IEK and other stakeholders. Consequently, the consultant used a consultative and participatory approach to realize the objectives of the assignment. The Consultant, in particular, conferred with IEK in the course of the implementation of the project in scheduling of activities and validation of various outputs of the assignment.

A descriptive design with mixed methods was used comprising both qualitative and quantitative methods of data collection and analysis. Both primary and secondary data was collected. The collection of secondary data involved a comprehensive review of the current strategic plan existing, published, and other documents and reports available at IEK and on its website as well as benchmarks with other engineering institutions practices comprising policies and procedures. Primary data was collected through questionnaire surveys administered to all IEK members and to which 224 members of the institution responded. 30 key informant interviews (KIIs) were held with IEK management and stakeholders. Four workshops were also held to receive feedback from the Council, EBK and Strategic Plan Committee hence this strategic plan.







2

Situational Analysis

This section presents the achievements by IEK in implementation of the previous strategic plan as well as challenges experienced during the expiring strategic plan period.

Under the 2019-2023 Strategic Plan, the key strategic goals/pillars were as follows:

- i. Grow IEK membership to 20,000
- ii. Enhance Relevance
- iii. Develop Expertise
- iv. Revenue Growth
- v. Governance and Institutional Strengthening

2.1 > Status of implementation of the 2019-2023 Strategic Plan

While the details of the successes/achievements and challenges faced are presented in Appendix I, the following are the highlights of the implementation 2019-2023 strategic plan:

2.1.1 Growth in IEK Membership

i) Increase in IEK membership

As at November 2022, IEK's membership had grown to 10,311, up from 6,215 in 2019. This represents a 65.9% increase in membership. In the period under review, membership in all classes increased. The number of Fellows increased from 133 to 162; the number of Corporate Members increased from 2981 to 3266, student members from 155-491 while Graduate Members increased from 4932 to 6193; the recruited Graduate Engineering Technologists and Graduate Engineering Technicians were 40 and 56 respectively. The membership growth performance as envisioned in the 2019-2023 strategic plan is presented in table 2.1:

Table 2.1: IEK membership growth

Membership category	Target	Endline	% achievement
Student	500	491	98%
Graduate Engineers	8000	6193	77%
All membership	20,000	10,311	52%

IEK also engaged 10 industry players to create internship and job opportunities for Graduate Engineers.

ii) Creation of additional branches

Four additional branches were created – North-Eastern, Capital, South Rift and North Rift Branches which has enhanced IEK presence across the country as well as advocacy for the institution at the grassroot level. This represents 80% achievement.

iii) Mentorship program

Mentorship programmes and career fairs were conducted at university and secondary school levels to support upcoming professionals in their academic journeys. University mentorship targeted students studying engineering courses where IEK members guide and prepare them for the engineering profession journey including recruiting them to be members of IEK. The mentorship was conducted in 14 universities and over 50 secondary schools reaching 1,378 secondary and 788 University Students.

iv) Enhanced member engagement

IEK has increased its visibility online by adopting a strong social media presence, including through Facebook, Twitter and YouTube thus increasing online member engagements. In terms of audience, the IEK twitter handle (@TheIEK) has over 12,097 followers, the YouTube page (@theinstitutionofengineers09741) has 405 subscribers while the Facebook page (@IEK) has 12,014 followers. The IEK weekly newsletter has also increased its responsiveness to the concerns of members.

IEK facilitated over 150 webinars, attracting over 2,000 engineers as participants. Eighteen (18) Professional Interview Preparation courses (PIPs) were conducted among 2,136 graduate members to prepare them for the transition to the engineering profession. Other achievements include Increased number of interview panelists for the various engineering disciplines from 18 in 2019 to 60 in 2022.



2.1.2 Relevance

IEK partnered with a number of Engineering Institutions to increase its overall impact and efficiency in providing value to its members, as well as working with government and academia to demonstrate the relevance of engineering. It has maintained a high level of engagement with the Eastern Africa Federation of Engineering Organisations (EAFEO), Federation of African Engineering Organisations (FAEO), World Federation of Engineering Organizations (WFEO), World Council of Civil Engineers (WCCE), Institution of Civil Engineers (ICE), National Industrial Training Authority (NITA), National Environment Management Authority of Kenya (NEMA) and the Ministry of Water, Sanitation and Irrigation (MoWSI).

The following are key achievements during the 2019-2023 Strategic Plan period:

1. *Policy reviews:* The IEK has continued to contribute to the (policies and regulation) that affect members. This has been achieved through invitation of comments and contribution from the members. IEK Council through the Policy, Research and Advocacy Committee (PRAC) and sectoral subcommittees, participated in review of legislation to safeguard the interests of the Engineering Fraternity. These include:
 - Public Procurement and Asset Disposal Act (Amendments), Bill 2020
 - Digital Economy Strategy for Kenya
 - Kenya Roads (Amendment) Bill 2021
 - Physical and Land Use Planning Regulations 2020
 - The Statute Law (Miscellaneous Amendments) Bill National Assembly Bill No.15 of 2020– Omnibus Bill proposing amendments to various Acts including the Kenya Roads Board Act, Housing Act and Energy Act.
 - Public Service Internship Bill 2021
 - Public Procurement and Asset Disposal (Amendment) (No.1) Bill 2021
 - Public Procurement and Asset Disposal (Amendment)(No.2) Bill 2021
 - National Automotive Policy
 - 1st Infrastructure report card (IRC)
2. *Review of the Joint Building and Construction Council (JBCC) Conditions of Contract for Construction Works through the Building Sector Subcommittee*
3. *Review of the Street Design Manual for Urban Areas in Kenya and the BRT Design framework*
4. *Developed concept paper on IEK Innovation Strategy*
5. *Advocacy:* IEK collaborated with FAEO to create the first Africa Infrastructure Score Card in the year 2021, which was funded by the Royal Academy of Engineering. IEK also supported the Engineers Board of Kenya (EBK) to join WFEO as an affiliate member.
6. *Members welfare issues:* IEK has implemented various member welfare interventions including Mhandisi Sacco, Webinars targeting health of male engineers, medical scheme (Medicare) for members, Benevolent fund scheme, Covid-19 Fund, IEK Presidents fund, improvement in Engineers schemes of service and contribution to the Engineers Scale of fees passed by parliament through Legal Notice No. 20.
7. *IEK is supporting the Engineers Board of Kenya for ascension to the Washington Accord, which will allow the mutual recognition of academic engineering programmes on a global scale.*
8. *Increasing Visibility:* this was achieved through re-branding of IEK website, Media appearances including on Print media (the Standard, Business Daily, the Star, Daily Nation), Broadcast Media (NTV, Citizen TV, KTN, KBC, K24, TV47, Kameme TV, Nakuru TV, Chams Media) and position papers. Appointment of over 5 members to various Boards and Committees, Nomination of members to international organizations such as WFEO, EAFEO, FAEO, IEEE, Women in Engineering (WIE) and World Council of Civil engineers. Hosting members dinners, holding over 20 round table meetings with policy makers and professional associations, memorandum to presidential candidates and establishment of an online resource center.



2.1.3 Expertise

In the area of expertise realised include;

1. launch of the 1st African Journal of Engineering Research and Innovation (AJERI) on 4th March 2023. The AJERI was implemented through sponsorship by EBK.
2. Inauguration of the “Engineering in Kenya” Magazine on 4th March 2021 (so far 13 editions released).
3. Hosting four (4) annual international conferences organized and one international convention in collaboration with the Engineers Board of Kenya (EBK). The convention attracted over 7200 delegates from across 25 countries.
4. Since 2019, the Institution held four Women Engineers Summits. The 5th Women Engineers Summit held in 2022 focused on the theme “360° Women Engineers: A Catalyst for Change.
5. 1st Future Leaders Summit themed “Back to Basics” and 1st Men Engineers Summit themed “Reinvention towards a Sustainable Future” both held in 2022.
6. Implementation of IEK Excellence and recognition awards since 2021 where individuals and organizations are recognized for their outstanding contributions to the engineering field.
7. Over 4 members of IEK conferred with state awards
8. Over 20 Networking and knowledge sharing events
9. Conducted over 20 industrial visits

2.1.4 Revenue Growth

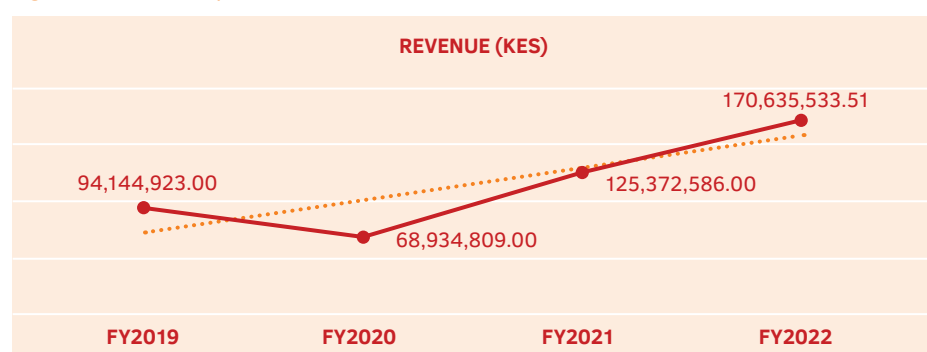
The 2019-2023 strategic plan aimed at increasing IEK revenue base to at least 600 million by 2023. The total revenue generated in FY 2022 totals KES 170,635,533.51. This represents 28% achievement out of the target of KES 600 million as shown in Table 2.2.

Table 2.2: IEK Revenue summary 2019-2022

Year	Revenue (KES)
2019	94,144,923.00
2020	68,934,809.00
2021	125,372,586.00
2022	170,635,533.51

The trend line in Figure 2.1 shows an upward trajectory in the revenue growth by IEK. The FY 2020 experience a decline of KES 25,210,114.00 primarily attributed to Covid-19 pandemic. However, the institution recovered from the shocks and shows a positive growth.

Figure 2.1: Revenue performance FY 2019-2022



The table 2.3 shows the revenue generation by revenue source.





Table 2.3: Amount of revenue earnings by revenue source

Revenue Sources	2019 (KES)	2020 (KES)	2021 (KES)	2022 (KES)	Total
Membership Subscription	13,832,860.00	14,942,884.00	12,461,898.00	22,839,389.65	64,077,031.65
Conference	69,477,380.00	39,533,000.00	94,817,000.00	123,396,472.75	327,223,852.75
Training	4,901,000.00	6,609,877.00	3,744,523.00	7,436,904.00	22,692,304.00
Entrance and transfer fees	2,286,300.00	2,111,400.00	1,377,000.00	1,108,349.00	6,883,049.00
Other income ¹	3,647,383.00	5,737,648.00	12,972,165.00	15,854,418.11	38,211,614.11

2.1.5 Governance and Institutional Strengthening

i) Institutional strengthening

IEK enhanced the capacity of the secretariat through recruitment of additional staff and development of an annual plan and calendar of events which guides their activities. This has improved the functioning of the secretariat.

Internal policies and frameworks developed as envisioned in the expiring strategic plan include; a) Board charter and Annual plan, b) Asset register and c) Procurement policy and manual.

ii) Governance

IEK has ensured that its governance structures are performing optimally for the benefit of the membership with a key focus on members' welfare including through establishment of Governance, Audit and Risk Committee.

i) Automation of IEK operations

- The institution rolled out a Membership Management System.
- The Council procured a financial management system (Xero) in 2022
- IEK launched the electronic voting system (eKura)- in March 2022

iii) Engineering Plaza

- IEK held several engagements with Konza Technopolis Development Authority (KoTDA), Association of Consulting Engineers of Kenya (ACEK) and Mhandisi SACCO to discuss modalities for the construction of the Engineering Plaza including application for purchase of parcel of land in Konza Technopolis.
- IEK bought additional office block.

¹ Other income include; IEK Covid-19 Initiative, IEK dinner-President & WEC, Magazine Advertisement, Plot levy, Special levy, Zumba Income, Rental Income and Interest from ICEA Saving, voluntary donations

2.2 Challenges

Besides the achievements, various challenges were experienced. They are highlighted under each goal

2.2.1 Growth in IEK membership

- Inadequate value proposition to facilitate recruitment of new members
- Low transition rate from Graduate Engineers (GE) to Corporate membership- The engineering profession has suffered a lot of attrition because the graduate engineers cannot find jobs hence cannot be registered as practicing engineers
- Low transition rate of engineers from Corporate to Fellow Members
- Certificate of membership is not issued to graduate engineers instead they are issued with acceptance letters hence most shun away from registering.
- Limited forums to advocate for and promote IEK membership

2.2.2 Relevance

- Negative publicity and public perception of the engineering practice arising partly from use of quacks purporting to be qualified engineers; for instance, cases of collapsed buildings constructed and supervised by non-engineers
- The placement and recognition of engineers as leaders and managers in public technical/engineering Institutions is low
- Inadequate appreciation of the engineer's role by society. There is good will and support from within the engineers themselves hence the need to enhance engineering diplomacy to adequately entrench engineers roles in policy and legislative instruments
- Lack of database to share best practice knowledge of the engineering sector.
- Low inputs by IEK members on the review of policies and regulations that require their contributions and inputs.
- Lack of consultations in matters pertaining to engineering technology and curriculum.
- Inadequate means of public sensitization on engineering matters.

2.2.3 Expertise

- Few opportunities for partnerships between the institution and similar institutions in other states/countries
- Minimal engagement of engineers in local projects where opportunities are given out to foreign engineers hence locking out the local engineers especially on mega projects
- Corruption which impacts negatively on the profession and leads to disasters such as collapse of buildings.
- Inconsistent events organized to address emerging issues.
- Limited online engineering bookshops and publications.

2.2.4 Revenue growth

The revenue targets for the events comprising workshops, seminars, conferences, and conventions are yet to be achieved due to Non-payment of annual fees by some members, Challenge in collection of convention pledges, some Memorandum of Understanding (MoU) signed are not generating revenue for the Institution, inadequate time for planning of the conferences and conventions hence inadequate time to source for sponsors

2.2.5 Governance and Institutional strengthening

- *Inadequate secretariat capacity:* the secretariat has limited capacity to deliver on its mandate due to lack of training, lack of budget allocation, inadequate liaison and coordination between the secretariat and the council, conflicting interests from the council, unclear targets for the secretariat and high turnover/attrition of managers
- Insufficient funds for projects including the Engineers Plaza and to implement programmes such as the scholarships for student engineers
- There is need to review IEK constitution to ensure that council members do not leave office at the same time
- Inadequate institutional capacity



2.3 > Lessons Learnt

Inclusivity and Value proposition

The implementation of the strategic plan revealed a lack of clearly defined value proposition for all membership. It was also noted that the Graduate Engineers, technicians and technologies were not adequately represented in the affairs of the Institution. These therefore contributed to slow growth in membership and limited participation of these membership categories. There is need therefore to develop value propositions for all membership categories and enhance recruitment, retention and participation of the GEs, Technicians and Technologists in the affairs of IEK.

Training and Capacity Building

Opportunity exists for the positioning of IEK as a lead provider of CPD certified engineering training. This is also a potential revenue source for the Institution and hence the need to venture into the space.

Monetization of Partnerships and Collaborations

The institution needs to review and strengthen the existing partnerships with industry to ensure they provide tangible and resource benefits. Moving forward, IEK needs to engage in strategic partnerships that contribute to resource mobilization for the Institution.

The Engineering Plaza

Resources are limited to support the immediate realization of the engineering tower project. However, from the achievement of the initial milestones to this project, it is identified that there is need for innovative approaches to raise funds including through offering of ownership shares to IEK members. This will not only generate a pool of needed funds but will equally enhance ownership of the project among the membership.

Sustainability of the Institution

The Institution needs to identify alternative revenue sources to minimize the overreliance on conventions and member subscriptions as primary sources of revenue. There is further need for pursuance of training as an opportunity to generate additional revenue to the institution as this is underexplored space.

Governance and Institutional strengthening

The secretariat plays an important role in the operations of the Institution hence, there is need for deliberate strengthening of the secretariat. The continuous review of policies and development of Standard Operating Procedures (SoPs) for all IEK operations is key towards achieving institutional strengthening.



2.4 Summary of implementation of strategic objectives (2019-2023)

The implementation status of the 2019-2023 Strategic Plan is presented in Table 2.1. A detailed status is presented in Annex I.

Table 2.4: Summary of implementation of strategic objectives (2019-2023)

Strategy	Status (Achieved, In progress, Pending)
Strategic Goal 1: Grow IEK membership to 20,000 by 2022	
i. Strategic Objective 1: Grow student membership to 500 by 2022	98% Achieved
ii. Strategic Objective 2: Grow Graduate membership to 8,000 by 2022	77% Achieved
iii. Strategic Objective 3: Promote engineering as a career choice in high schools	Partially Achieved
iv. Strategic Objective 4: Enhance member engagement	Partially Achieved
v. Strategic Objective 5: Promote diversity and inclusivity in engineering	Achieved
vi. Strategic Objective 6: Develop and upgrade 150 Corporate Members to Fellow Class by 2022	Achieved
Strategic Goal 2: Relevance	
i. Strategic Objective 1: Reposition IEK as the “go to” institution on matters infrastructure and industrial development	Partially Achieved
ii. Strategic Objective 2: Create Partnerships and collaborations	Achieved (Continuous)
iii. Strategic Objective 3: Influence public policy through research	Achieved (Continuous)
iv. Strategic Objective 4: Welfare of engineers	Partially Achieved
v. Strategic Objective 5: Support Enterprise Development <ul style="list-style-type: none"> Innovative financial products for SMEs through Mhandisi SACCO Engage relevant state agencies (Treasury, Infrastructure) to promote local content in infrastructure programs Engage State Agencies on timely payment for consultants and contractors Foster collaboration for engineering firms to form consortia and bid for mega projects Organize training for SMES (consultants, contractors) 	In progress
vi. Strategic Objective 6: Contribute to society wellbeing through CSR	In progress
Strategic Goal 3: Expertise	
i. Strategic Objective 1: Promote excellence in engineering <ul style="list-style-type: none"> Events for networking Annual IEK conference Establish a peer reviewed journal IEK Certification of procurement of engineering services Organize courses for specialized engineering courses Organize seminars, benchmarking tours on cutting edge technologies 	Partially Achieved
ii. Strategic Objective 2: Form IEK consultancy and advisory services	Pending
iii. Strategic Objective 3: Establish online engineering bookshop	In progress
Strategic Goal 4: Raise revenue to Kshs 600million by 2023	
i. Strategic Objective 1: Enhance revenue from existing sources	Partially Achieved
ii. Strategic Objective 2: Additional sources of revenue	Partially Achieved
Strategic Goal 5: Strengthen IEK institutional capacity	
i. Strategic Objective 1: Promote good Corporate Governance	Partially Achieved
ii. Strategic Objective 2: Ensure optimal Human Resource Capacity	Partially Achieved
iii. Strategic Objective 3: Automate IEK operations	Achieved
iv. Strategic Objective 4: Construct Engineering Tower	Pending









3

**Strategic
Analysis**

3.1 SWOT Analysis

IEK operates in an environment dictated by internal factors, external factors such as socio-economic, legal and political factors, which directly and indirectly impact its operations. Such an environment creates demands and challenges on the part of the Institution, which must be addressed. The result of an extensive situational analysis of IEK's Strengths, Weaknesses, Opportunities and Threats (SWOT) is presented in Table 3.1.

Table 3.1: SWOT Analysis

INTERNAL	EXTERNAL
STRENGTH	OPPORTUNITY
<ul style="list-style-type: none"> • Event planning, hosting Engineers Annual Convection and annual conference events • Increased membership • Good relationship with EBK • Growing partnerships with international organizations like WFEO, EAFEO, FAEO, IEEE WIE • Increased visibility including rebranding and Media coverage • Outstanding and vibrant leadership • Automation of IEK processes • Mhandisi welfare benefits - Medicare, benevolent fund • A good history of representing Engineers • Rich resource base of IEK membership in all sectors 	<ul style="list-style-type: none"> • Nomination of engineers for State positions • Source of engineering knowledge in the country and being a repository. • Expansion of training, to incorporate international stakeholders. • Projects within the National development Plans – SDG, Vision 2030, Bottom-Up Economic Transformation Agenda, AU Vision 2063 etc. • Improvement on regulatory framework for engineers to practice effectively • Digitalization in the engineering field including use of Industrial Internet of things (IIOTs), Artificial Intelligence etc. which will lead to international opportunities • Growth in revenue • Develop Industry standards and guidelines
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • Advocacy for the engineering profession • Inadequate representation of Graduate Engineers (GEs), Technologists and Technicians in the Council • Unclear organization structure and reporting channels • Large number of committees and member composition • Inadequate resources • Non-payment of annual subscription by some members 	<ul style="list-style-type: none"> • Low transition of GE to PE • Inadequate opportunities for the GE • Inadequate mentorship programmes • Internal conflicts within the institution. • Lack of proper representation in the government institutions/agencies • Liberalization of engineers' service • High poverty incidence • Low female representation in the engineering profession • Low public confidence on the professional competencies exhibited by some engineers • Duplication of roles by bodies regulating engineering services in Kenya i.e EBK, KETRB, EPRA, NCA • Non-accredited engineering programs offered in universities and colleges • Inadequate regulation and monitoring of foreign engineers practicing/working in the country • Limited data on the numbers, and places of employment/ internship/ attachments, of Engineers in the country

The output of this SWOT analysis has been used to formulate objectives for this Strategic Plan. While strengths will be enhanced, opportunities will be leveraged cognizant of the threats and eradicating the weaknesses.





3.2 > TOWS Analysis

Threat, Opportunity, Weakness and Strength (TOWS) analysis matrix is an effective way of combining; a) internal strengths with external opportunities and threats, and b) internal weaknesses with external opportunities and threats to develop a strategy. TOWS matrix developed from the situation analysis is presented in Table 3.2.

Table 3.2: TOWS Matrix Analysis

	Opportunities	Threats
Strengths	Strengths/Opportunities (mini-mini strategies) <ul style="list-style-type: none"> • Leverage the growing partnership with international organization to champion IEK agenda • IEK should provide international training including through collaboration with existing international partnerships • Create a knowledge repository for the engineering profession • Enhance IEK events to achieve revenue growth • Enhance the existing collaboration with EBK to improve on regulatory framework for engineers to practice effectively 	Strength/Threats (maxi-mini strategies) <ul style="list-style-type: none"> • Leverage on the increased visibility to champion for IEK representation in decision making organs • Create mentorship opportunities through linkages with existing international affiliations • Leverage on the growing membership to increase representation in political space
Weaknesses	Weaknesses/Opportunities (mini-maxi strategies) <ul style="list-style-type: none"> • IEK nominees to State positions to ensure increased advocacy for the engineering profession • Create job opportunities for graduate engineers in the National development Plans projects • Enhance involvement of domestic engineers on the implementation of national projects 	Weaknesses/Threats (maxi-maxi strategies) <ul style="list-style-type: none"> • Create and communicate clear value proposition to increase transition across membership categories • Review and strengthen the organization structure to enhance corporate governance • Advocate for improved scheme of service for the engineering profession

3.3 > PESTEL Analysis 2023

As key stakeholders in their various domains of operations including the transport, agricultural, construction, building, communication and energy sectors, the role of engineers as crucial enablers of sustainable development has become prominent..

IEK's external environment plays a big role in defining its operations. There are five factors that exist in this external environment but which, in one way or another influence the activities of IEK. These factors are grouped as Political, Economic, Social, Technological, Environmental and legal (PESTEL) factors. An analysis of the PESTEL factors pertinent to IEK is presented in Table 3.3.

Table 3.3: PESTEL analysis

Dimension	Positive Implications	Negative Implication
Political Issues	<ul style="list-style-type: none"> • IEK participation in political discussions would ultimately increase the recognition of engineering practice as well as champion for better policies and regulations that support its members agenda. In this regard, IEK should thus put itself in positions to advice the government of the day. • There is an opportunity for IEK to cooperate and engage with the political, business and other leaders of society to shape global, regional and industry agendas. 	Because of the diversity of membership backgrounds including political persuasion, the unity of IEK is likely to be impacted negatively given the tribal nature of Kenya's political landscape
Economic issues	Economic growth is driven by investment and consumption, as well as innovation, institutional, infrastructural and educational dimensions of the engineering profession. The government investment in engineering projects through the Vision 2030, the MTPs and the AU 2063 agenda thus provides an opportunity for engineers in Kenya. There is therefore opportunity for IEK to promote professionalism and co-operation of its members employed and engaged in the implementation of projects within these national development agenda	<ol style="list-style-type: none"> i. The current government initiative to improve infrastructure in the country through the national development goals is given mostly to foreign stakeholders. Although this has improved the economy, most local engineering firms/engineers feel left out in those major projects. ii. Currency instability, inflation, the high cost of doing business and the current tax regimes may lead to a high-risk investment environment hence depressed investment in engineering practices in Kenya.
Social Issues	<ul style="list-style-type: none"> • The ever-increasing population in Kenya will lead to more segments of the population needing quality shelter, adequate food, water, clean energy, environmental protection, climate proofing, health care, transport and communication services. Therefore, projects like affordable housing, food security and nutrition; universal healthcare and manufacturing will benefit engineers who have this expertise. • Changes in people lifestyle will positively impact the engineering profession in that more people can afford to pay for quality engineering services. • With an increasing number of GEs graduating from universities, the engineering profession is likely to get more united since the millennials have no social-cultural boundaries. This will thus lead to increased membership for the Institution. 	Increased unemployment of the GE is likely to affect IEK membership growth as well as the increased enrollment of students as engineers.
Technological Issues	<p>New technologies are continually emerging and it is important that IEK keeps abreast with new technological advances. The engineering practice is going to be based on deployment of technology such as Artificial intelligence (AI), machine learning and/or robotics for faster and efficient production.</p> <p>Consequently, IEK should continuously</p> <ul style="list-style-type: none"> • interact with academic institution to see that the training programs are up to date with the current offering in the market. • ensure that changes in technologies in the engineering profession is incorporated in the current training programs. 	<ol style="list-style-type: none"> i. Slow adoption of technology by engineers ii. The advancement in technology is likely to result to threats such as cyber-attacks. iii. The engineering profession is also faced with the threat of inadequate resources to match the rapid technological change.

Dimension	Positive Implications	Negative Implication
Ecological issues	<ul style="list-style-type: none"> The growth of the renewable energy industry will shape the path to a greener earth. The members of IEK should thus focus on the renewable energy sector to provide clean energy, which is a growing industry but still provides only a small fraction of global energy demand compared to fossil fuels. The institution should endeavor to ensure every facet of the engineering sector embraces at least a net zero carbon impact on the world in terms of construction, chemicals. As such, the Institution should advocate for the enactment of policy on bio-energy to carbon capture and storage such that biomass energy could help convert the energy sector from the carbon source it currently is into a net carbon sink in the future. The mentorship programmes by the Institution should seek to increase interest and uptake of STEM subjects in school and university to encourage more young engineers to work on low carbon technologies to find innovative solutions to battle climate change including by: <ul style="list-style-type: none"> Improvement of operational efficiency, and reduce carbon intensity of buildings, manufacturing, and transportation. Ensuring Lower energy consumption through smart operations and improve resource utilization Conservation of the environment should be first priority of all engineers when engaging in engineering works. In this IEK should incorporate conservation of the environment into their program and encourage their members to prioritize environment conservation in their works. 	<ol style="list-style-type: none"> Resistance from entities that operate ecologically unfriendly systems/facilities/technologies Inadequate technical capacity to address ecological concerns including school, college and university curricula
Legal Issues / regulatory environment	<p>Engineering practice in Kenya is guided by the Constitution of Kenya (2010) which is the supreme law of the land, the Engineers Act 2011, Engineers Rules, The Engineers Scale of Fees and other Acts, Regulations and Procedures related to Engineering profession.</p> <p>The Institution should:</p> <ol style="list-style-type: none"> adopt current and emerging technology in engineering which is likely to require review of the current legislative instruments. take lead in collaboration with relevant stakeholders to set the pace in the framing of new policies, laws and regulations so that its members are not disadvantaged. 	Gaps in policies, legislation and regulations that hinder the progress of engineering discipline, profession and practice including representation in statutory institutions/boards

3.4 Stakeholder Analysis

IEK key stakeholders are identified in Table 3.4.

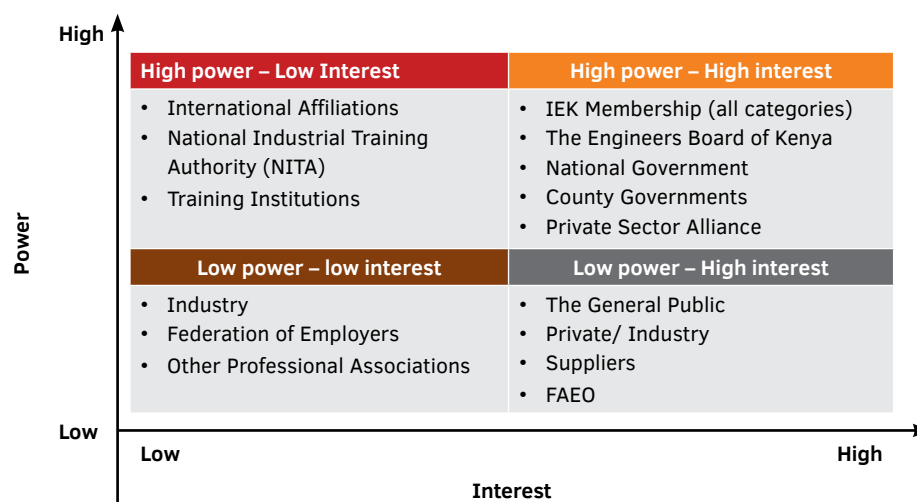
Table 3.4: Stakeholder Analysis

Stakeholder	Stakeholder expectation from IEK	IEK Expectation from Stakeholder
Student Members	Training, Internship, Attachments, Mentorship, Sponsorship, Voice, prestige/belonging/Association, CPD	Membership and compliance
Graduate Members	Training, Job placements, Scheme of service, Internship, Mentorship, Licensing, Networking, CPD, prestige/belonging/Association, Voice	Membership and compliance
Technician Members	Training, Job placements, Scheme of service, Internship, Mentorship, Licensing, Networking, CPD, prestige/belonging/Association, Voice	Membership and compliance
Technologist Members	Training, Job placements, Scheme of service, Internship, Mentorship, Licensing, Networking, CPD, prestige/belonging/Association, Voice	Membership and compliance
Associate Members	Prestige/Belonging/Association, Licensing, Networking, CPD, Scheme of service, Jobs and projects, Voice, Appointment to boards	Membership and compliance
Corporate Members	Training, CPD, Scheme of service/Common welfare, Networking, Jobs and projects, Voice, Mobility/ Recommendation letters, Appointment to boards, Prestige/Belonging/Association	Membership and compliance
Affiliate firms	Projects/contracts, Recommendation letters, networking, Association	Membership and compliance
Honorary	Prestige/Belonging/Association, Mobility/ Recommendation letters, networking	Membership and compliance
Fellows	CPD, Scheme of service/Common welfare, Networking, Jobs and projects, Voice, Mobility/ Recommendation letters, Appointment to boards	Membership and compliance
The Engineers Board of Kenya	Promote professionalism of engineers, enhanced engineering standards, capacity building of engineers	Registration and licensing of engineers, the regulation; development of the practice of engineers
National and County Government	Update on sector trends, improved engineering standards and performance	Policy advisory, emergency engagement and support, resource allocation
Association of consulting engineers of Kenya	Advocacy, training of members, collaborations and sharing of best practices in engineering	Networking, collaboration opportunities, Membership
National Construction Authority	Provision of quality engineering practise and standards, Continuous development of engineers, Promote professionalism of engineers	Uphold and support high standards of integrity amongst the engineers
Eminent Engineers Forum	Effective and efficient delivery of IEK mandate	Provide strategic direction, knowledge repository, establish and sustain partnerships and collaboration
Architectural Association of Kenya (AAK)	Advocacy, training of members, Improved engineering standards and performance in the built environment	Networking, collaboration opportunities, Membership
Institute of Quantity Surveyors of Kenya (IQSK)	Advocacy, training of members, improved engineering standards and performance in Quantity surveying	Networking, collaboration opportunities, Membership
The Kenya Institute of Planners (KIP)	Advocacy, training of members, improved engineering standards and performance in Physical Planning	Networking, collaboration opportunities, Membership
Private Sector Alliance	Provision of direction on engineering matters	Policy influence, Resource allocation, engineering MSME enterprise development and training



Stakeholder	Stakeholder expectation from IEK	IEK Expectation from Stakeholder
Training Institutions (universities and colleges offering engineering courses)	Training and mentorships for students, support the curriculum review, sponsorships and Internship opportunities	Student Member recruitment, Participation in events and, collaboration in research and training,
National Industrial Training Authority (NITA)	Continuous development of engineers	Training Certification
Private/ Industry	Professional services, advocacy, training and development, benchmarking	Job placement for members, provision of research and technological support, resource mobilization
Suppliers	Competitive and Transparent Procurement Processes, timely and prudent payment after provision of services/goods	Compliance with procurement laws and regulations, timely and quality provision of goods and services,
The General Public	Improved engineering standards and performance, professionalism in engineering	To engage and seek information on engineering matters, engage membership for professional engineering services
International Affiliations	Job linkages, resource mobilization, appointment to boards, exchange programmes	Networking, collaboration opportunities, updates on global trends

Table 3.5: Stakeholder Power-Interest Matrix



3.5 Vision-Mission-Values

3.5.1 Vision

A leading voice in engineering

3.5.2 Mission

To enhance professionalism and welfare in engineering practice for service to humanity

3.5.3 Core Values

The operation of the Institution will be guided by the following core values:

I	Inclusivity
S	Sustainability
I	Innovation
P	Partnership
E	Excellence

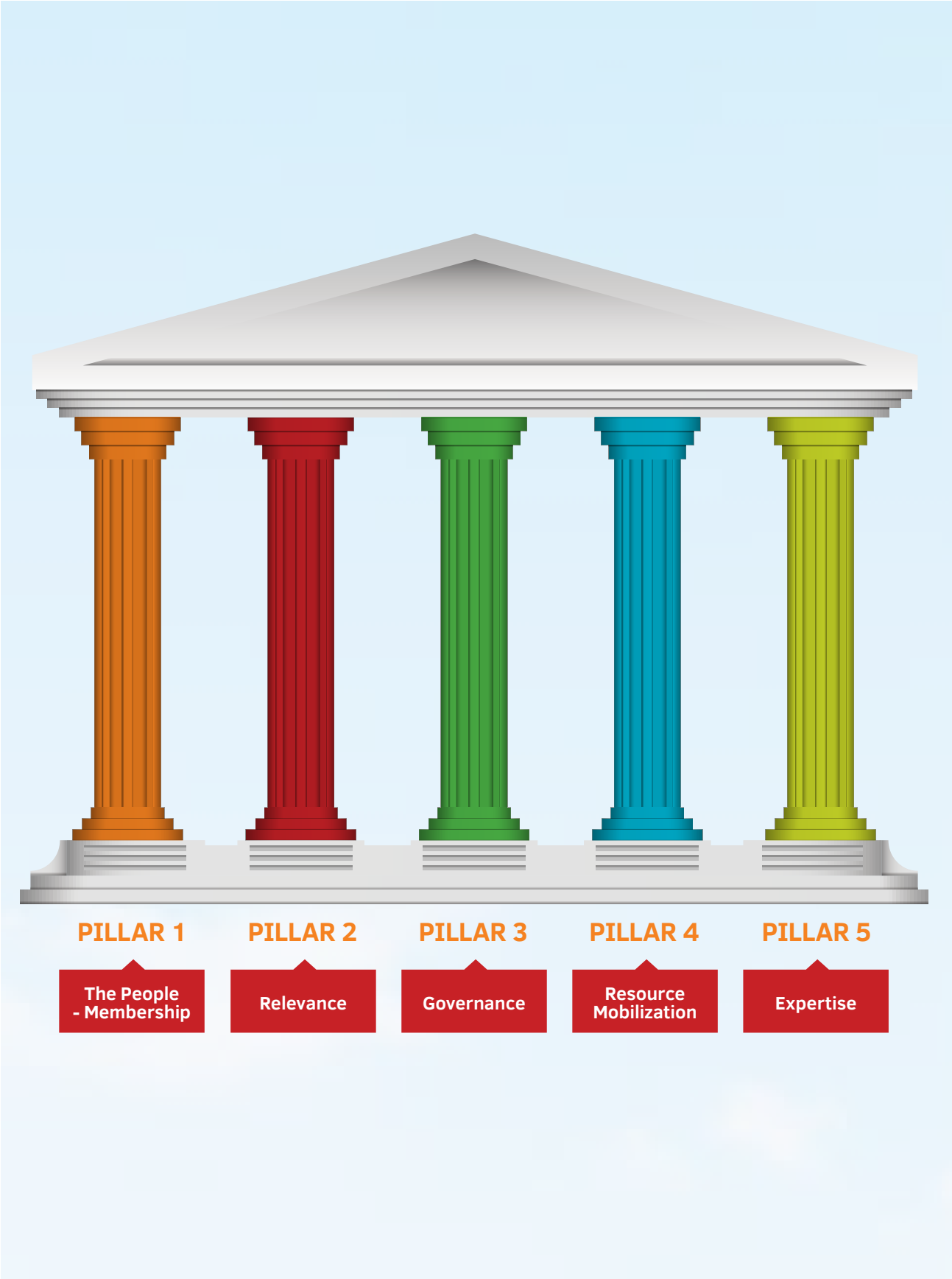




4

**Strategic
Objectives and
Actions**

This strategic plan is anchored on the following pillars/themes



The strategic objectives and respective action plans are presented in Table 4.1.

Table 4.1: Strategic pillars, objectives and key tasks

PILLAR/THEME	OBJECTIVE	KEY TASKS
The people - membership	To enhance IEK as an inclusive, revered and member-driven learned society of the engineering profession	<p>Maintain quality membership</p> <p>Action Plan 1: Grow IEK Membership by 15,500</p> <p>Action Plan 2: Create a one stop Portal for member services</p> <p>Action Plan 3: Hold regular member meetings and leadership forums to address member concerns and welfare</p> <p>Action Plan 4: Create clear value propositions for each membership group</p> <p>Action Plan 5: Maintain excellence and recognition awards</p> <p>Action Plan 6: Reach out to inactive members to enhance inclusion and standing of membership</p> <p>Action Plan 7: Optimize the benevolent fund</p> <p>Attractiveness</p> <p>Action Plan 1: Improve advocacy by continuously speaking on issues engineering</p> <p>Action Plan 2: Empower <i>Mashinani</i> and outreach activities</p> <p>Action Plan 3: Enhance publicity, awareness and participation in National conversations through media briefings and CSR</p> <p>Action Plan 4: Enhance visibility of members through strategic partnerships with industry and other stakeholders</p> <p>Action Plan 5: Champion welfare of engineers on attachment, fair remuneration and scheme of service</p> <p>Action Plan 6: Pursue linkages to support global mobility for engineers</p> <p>Action Plan 7: Actively engage in enterprise development through incubation for novel ideas and awarding excellence in engineering</p> <p>Recruitment</p> <p>Action Plan 1: Incentivize members that assist in recruitment of new members e.g through CPD points award</p> <p>Action Plan 2: Enhance and diversify recruitment processes</p> <ol style="list-style-type: none"> Collaborate with universities and colleges to sign up for membership of IEK as students during induction and as GEs after they graduate. Tasks include; <ul style="list-style-type: none"> Engage all engineering students Association leadership Devolve recruitment to the dean of students in the colleges & universities Maintain database of student enrolled in engineering courses Participate in students' association dinners <p>Action Plan 3: Engage with EBK and Academia to ensure engineering courses offered are quality and recognised</p> <p>Action Plan 4: Establish a taskforce to ensure inclusion of technicians in the activities of the Institution and track their progress through college to employment</p> <p>Retention</p> <p>Action Plan 1: Maintain updated database of all IEK membership categories</p> <p>Action Plan 2: Hold team capacity building through webinars and other training events</p> <p>Action Plan 3: Sponsor local and international industrial tours</p> <p>Action Plan 4: Enhance member feedback and communication</p> <p>Action Plan 5: Create premium services for members including long serving members</p>

PILLAR/THEME	OBJECTIVE	KEY TASKS
Relevance	To position the IEK as the go to primary authority for responsive, responsible, progressive, sustainable and public benefit engineering solutions	<p>Strategic refocusing</p> <p>Action Plan 1: Refocus IEK as a competent society of practitioners and advisor in the engineering profession.</p> <p>Action Plan 2: Lobby for inclusion of members in key cross-sectoral national development agenda as consultants, advisors, policymakers, executives, board directors</p> <p>Action Plan 3: Participate in political discourse affecting members and the engineering profession including through strengthened collaboration with National and County Governments</p> <p>Public-benefit Initiatives</p> <p>Action Plan 1: Support public-benefit initiatives and advocacy</p> <p>Action Plan 2: Enhance collaboration with other industry and external stakeholders</p> <p>Action Plan 3: Create and enhance strategic partnerships and collaboration with relevant related communities and associations.</p> <p>Action Plan 4: Participate in industry-related policy formulation, amendment, legislation and application</p> <p>Action Plan 5: Establish panel of experts for emergency rapid response</p> <p>Membership and enterprise development</p> <p>Action Plan 1: Enhance membership, relevance and product offerings of Mhandisi Sacco</p> <p>Action Plan 2: Engage relevant state and other agencies to promote local content in infrastructure and engineering programs</p> <p>Action Plan 3: Support enterprise development for emerging engineering firms</p> <p>Sustainable engineering practice</p> <p>Action Plan 1: Promote research and development of sustainable design and engineering</p> <p>Action Plan 2: Accelerate uptake of Sustainable Solutions</p> <p>Incubation hub</p> <p>Action Plan 1: Encourage creation of clubs in schools</p> <p>Action Plan 2: Partner with tertiary institutions and universities to promote IEK activities</p> <p>Action Plan 3: Launch innovations under IEK such as the NASA, KASA space launch</p> <p>Policy and legislation</p> <p>Action Plan 1: Participate in policy formulation and legislative consultative processes</p> <p>Research & Development</p> <p>Action Plan 1: Enhance visibility of IEK publications</p> <p>Action Plan 2: Promote regular publications</p> <p>Action Plan 3: Promote Research & Development</p> <p>Action Plan 4: Establish IEK think tank & advisory group</p> <p>Value engineering</p> <p>Action Plan 1: Enter into collaborations and sign MOUs that create value to the engineering practice from knowledge enhancement, welfare and exchange programmes</p> <p>Action Plan 2: Pursue opportunities for students and graduates to enhance their professional development such as internships, attachments & employment opportunities</p> <p>Action Plan 3: Position IEK as an authority in engineering matters</p>

PILLAR/THEME	OBJECTIVE	KEY TASKS
Governance	To enhance IEK institutional framework to support an effective, professional and collaborative community of engineers.	<p>Champion Corporate Governance</p> <p>Action Plan 1: Strengthen IEK management structure</p> <p>Action Plan 2: Support diversity, inclusion and participation</p> <p>Promote operational excellence</p> <p>Action Plan 1: Enhance Institutional Capacity and Talent Retention</p> <p>Action Plan 2: Implement Operational Policies</p> <p>Action Plan 3: Establish a rapid mobilization unit to support during engineering crisis situations in the country</p> <p>Human Resource Management</p> <p>Action Plan 1: Strengthen IEK branches with adequate staffing</p>
Resource Mobilization	To transition IEK into a financially independent society sufficiently resourced to effectively advance the interests of members.	<p>Resource Mobilization</p> <p>Action Plan 1: Pursue sustainable resource mobilization</p> <p>Action Plan 2: Diversify revenue sources</p> <p>Action Plan 3: Develop a resource mobilization strategy detailing actions to be undertaken to raise funds needed for implementation of the 2023-2028 strategic plan</p> <p>Asset Accumulation</p> <p>Action Plan 1: Construct Engineering Plaza</p> <p>Action Plan 2: Pursue acquisition of assets</p> <p>Investments</p> <p>Action Plan 1: Pursue member benefit investments</p>
Expertise	To provide training that offers lifelong learning to equip engineers with current technologies and new ways of practicing	<p>Encourage adoption of global engineering trends and standards</p> <p>Action Plan 1: Contribute to curriculum development through collaboration with learning institutions.</p> <p>Action Plan 2: Conduct training relevant to all membership classes of engineers</p> <p>Action Plan 3: Provide professional certification programs for each membership categories</p> <p>Action Plan 4: Enhance academia and industry linkages</p> <p>Action Plan 5: Roll out regional and international tours for exposure</p> <p>Enhance accessibility to the CPD training program</p> <p>Action Plan 1: Adopt online tools in training</p> <p>Action Plan 2: Conduct relevant training in emerging issues</p> <p><u>Capacity Development</u></p> <p>Action Plan 1: Oversee continuous professional development of members - to address the dynamic needs of the market</p> <p>Action Plan 2: Conduct regular capacity development programs and/or initiatives to enhance capacity of members</p> <p>Action Plan 3: Position IEK as a training Institution</p> <p>Knowledge Management</p> <p>Action Plan 1: Capitalize on members' implicit and tacit knowledge to improve the technical capacity of membership</p> <p>Action Plan 2: Establish an engineering museum</p> <p>Action Plan 3: Institutionalize public lectures by retired engineers</p> <p>Action Plan 4: Create a dynamic knowledge repository</p> <p>Action Plan 5: Prepare a Knowledge Management (KM) strategy for IEK</p>





5

Action Plan

The action plan to operationalize the strategic objectives comprising objective, tasks, Key Performance Indicators (KPI), Targets, Timeline, Responsibility, Budget are presented in Table 5.1.

Table 5.1: Implementations Matrix

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
Strategic Goal I: The People-Membership											
Strategic Objective: Enhance IEK as an inclusive, revered and member-driven learned society of the engineering profession											
Quick Wins (short term)											
Recruitment Grow Membership by 15,500 a) Graduate Engineers- 9,000 b) Corporate- 3,000 c) Companions - 2 d) Technicians 900 e) Technologists- 500 f) Fellows-500 g) Students – 1,500 h) Associates - 200 i) Companions 2 i) Affiliate firms- 10 k) honorary members- 10	Lobby EBK to develop a prompt for members to sign up with IEK as they register with the regulator	Redirect link from EBK website to IEK website created	0	1	Membership		Quick link in place				200
	High Priority (short-medium term)										
	Host bi-annual membership drives	No. of Graduates registered	6,193	9000	Membership	1500	3200	5000	7000	9000	6,000
		No. of Corporates registered	3,266	3000	Membership	400	1000	1700	2500	3000	
		No. of Technicians registered	56	900	Membership	200	380	580	800	900	
		No. of Technologists registered	40	500	Membership	100	210	320	400	500	
		No. of Fellows registered	162	500	Membership	80	180	300	430	500	
		No. of Associates registered	103	200	Membership	30	80	130	170	200	
		No. of companions registered	2	2	Membership			1		2	
		Affiliate firms	0	10	Membership	2	4	6	8	10	
		No. of honorary members elected	0	10	Membership	2	4	6	8	10	
		Periodically Incentivize members that assist in recruitment of new members		133	Membership	16	20	24	33	40	
	Participate in Engineers	No. of new members registered (all categories)		120	Membership	10	14	20	26	30	1,500

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget KShs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	employment induction										
	Rollout subsidized student membership registration activations	No. of students registered during activations	0	200	Membership	30	32	40	48	50	500
	Market IEK to students during first year induction	No. of students registered	491	1,000	Membership	160	180	200	220	240	2,000
	Participation in Student Association dinners	No. of students registered	491	300	Membership	40	44	54	76	86	1,000
	Enter into MoUs with Universities and Colleges for recruitment of student membership through the dean of students	No. of MoUs with Academia	10	12	PRAC		3	3	3	3	600
Quick Wins (short term)											
Increased member Retention	Maintain updated database for all membership categories	Updated member database	1	1	Membership	updated Member database	updated Member database	updated Member database	updated Member database	updated Member database	300
	Send reminders to members to pay their fees and stagger the payments in installments	Established subscription reminder system	0	Continuous	Membership	Reminders to members	Reminders to members	Reminders to members	Reminders to members	Reminders to members	1,000
		Framework for staggered payment of member subscription	0	Continuous	Membership	Guideline to implement staggered payments	Implementation	Implementation	Implementation	Implementation	-
	Identify premium services for long serving members and for members that have served in IEK	Guide on premium services	0	1	Membership	Premium service guideline in place	Implementation	Implementation	Implementation	Implementation	-

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	committees										
	Create targeted messages for the different membership age categories to increase their participation in IEK activities	# of targeted messages	0	bi-monthly	Membership	Targeted messaging	Targeted messaging	Targeted messaging	Targeted messaging	Targeted messaging	1,200
High Priority (short-medium term)											
	Conduct team capacity building through webinars	No of capacity building webinars	0	10	Membership	2	2	2	2	2	2,000
	Roll out regional and international tours for exposure <ul style="list-style-type: none"> Identify landmark projects as potential tour sites for the different disciplines Identify sponsors to support the exposure tours Engage with other sectors such as travel and tourism to provide attractive packages e.g accommodation 	No of International & Regional tours	0	5	Events & Functions	1	1	1	1	1	25,000

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
Improve Member Welfare	Reach out to inactive members to enhance inclusion and standing of membership	% of members in good standing		60%	Membership		30%	40%	50%	60%	1,000
	Maintain excellence and recognition awards	Engineering awards	2	5	Events & Functions	Excellence & recognition Award	Excellence & recognition Award	Excellence & recognition Award	Excellence & recognition Award	Excellence & recognition Award	15,000
	Award recognition certificates for outstanding performance	Outstanding performance awards	0	5	Events & Functions	Outstanding Membership recognition	Outstanding Membership recognition	Outstanding Membership recognition	Outstanding Membership recognition	Outstanding Membership recognition	15,000
	Strengthen Mhandisi Benevolent Fund Scheme	No. of member welfare meetings/Webinars to promote the scheme	0	10	Welfare	2	2	2	2	2	5,000
	Strengthen Mhandisi Medicare (Medical Insurance)		0	10	Welfare	2	2	2	2	2	5,000
	Establish Mhandisi Pension Scheme	Mhandisi Pension Scheme established	0	1	Welfare	Survey to establish the need	Meetings to promote the idea	Meetings to promote the idea	Documentation & Registration	Pension scheme in place	1,000
	Hold membership drives to Grow the Scheme	No. of members registered BF schemes	127	2000	Membership & Welfare	400	400	400	400	400	2,000
		No. of members registered with Mhandisi Medicare	43	6200	Membership & Welfare	1240	1240	1240	1240	1240	2,000
	Quick Wins (short term)										
	Establish chapters per all membership categories to boost member engagement and involvement	Chapters established	0	7	Council	Chapters established					7,000

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	Encourage feedback through the development of a complaint/feedback policy	Feedback/Complaint mechanism in place	0	1	Excom	Establishment of complaint mechanism	Member feedback	Member feedback	Member feedback	Member feedback	150
High Priority (short-medium term)											
	Hold regular member meetings to address member concerns and welfare	No. of member welfare meetings	0	10	Council	2	2	2	2	2	5,000
	Conduct awareness campaign targeted to technicians and technologists to attract their membership	No. of awareness campaigns	0	10	Membership	2	2	2	2	2	5,000
	Carry out a diagnostic study of the different engineering practices to bring out challenges and gaps, and opportunities in the sectors	Diagnostics study conducted	0	1	PRAC		Diagnostic study				1,200
Communicate regularly and effectively to members on IEK activities	Social media		Continuous	Continuous	PRAC	twitter spaces, tweets, Facebook, LinkedIn	twitter spaces, tweets, Facebook, LinkedIn	twitter spaces, tweets, Facebook, LinkedIn	twitter spaces, tweets, Facebook, LinkedIn	twitter spaces, tweets, Facebook, LinkedIn	500
		Website	Continuous	Continuous	PRAC	Up to date website	Up to date website	Up to date website	Up to date website	Up to date website	500
	Member portal		Continuous	Continuous	PRAC	member information system	member information system	member information system	member information system	member information system	500

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
Enhanced Attractiveness and value proposition									system		
		Newsletters and regular correspondence on important events	Weekly	Weekly	PRAC	Weekly newsletters	Weekly newsletters	Weekly newsletters	Weekly newsletters	Weekly newsletters	3,000
		Long Term									
	Operationalize IEK mentorship academy	Established mentorship Academy	0	Mentorship Academy	Learning & Capacity Building	Concept note and documentation	Recruitment of mentors Virtual Academy	Mentorship programs	Mentorship program	Mentorship program Academy in Plaza	10,000
		No. of members mentored	1,300 Students	1,110	Learning & Capacity Building			300	360	450	2,000
	Quick Wins (short term)										
	Develop and implement price differentiation in all IEK activities so that members pay less than non-members	Price differentiation framework in place	0	1	Membership	Price differentiation framework developed	Price differentiation implementation	Price differentiation implementation	Price differentiation implementation	Price differentiation implementation	1,000
	Develop member Mobile App	IEK Mobile App	0	1	Membership		Mobile App developed and launched	Up to date App	Up to date App	Up to date App	600
	Review the recruitment forms for GEs and Technicians	Reviewed membership recruitment form	0	1	Membership	Updated Recruitment form					20
	High Priority (short-medium term)										
	Establish MOUs to provide member lifestyle benefits for	No. of MOUs entered	0	5	Membership	1 MOU	1 MOU	1 MOU	1 MOU	1 MOU	500

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	those in good standing (e.g mortgages, insurance, software purchases, fuel, engineering standards etc)										
	Rotational hosting of President's dinner in the Branches	No. of President dinner hosted at IEK branches	0	10	Events & Functions	2	2	2	2	2	10,000
	Create a Career Portal to support membership in securing placement, jobs, mentorship, scholarships and exchange programs	Career portal	0	1	Membership	Career portal in place	Career Opportunities	Career Opportunities	Career Opportunities	Career Opportunities	3,000
	Create a listing of procurement opportunities for engineering enterprises	Procurement listing at IEK Website	0	1	Membership	Link to procurement opportunities	Procurement opportunities list	Procurement opportunities list	Procurement opportunities list	Procurement opportunities list	200
	Liaise with employers of engineers to advertise employment opportunities on IEK website as well	Engineering job posting on IEK website	0	1	Membership	Job listing page IEK website	Updated job listings	Updated job listings	Updated job listings	Updated job listings	200
	Participate in Career fairs to identify potential employers for membership	No. of career fairs	0	15	Events & Functions	3	3	3	3	3	3,000
	Implement a robust member portal for engineers which is accessible to the public and which engineers can dynamically update with their information to facilitate their	Database of engineers	0	1	Membership	Engineers database	Updated database	Updated database	Updated database	Updated database	1,000

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	identification and access to the professional services they offer										
	Create a platform where professional engineers and consultants can offer job opportunities to the GEs	Platform for GEs to access jobs from member PEs and consultants	0	1	Membership	Collaboration platform	Job listings	Job listings	Job listings	Job listings	550
	Establish and market a clear value proposition for all membership categories including through targeted communication to the different membership groups	Clearly defined value propositions	0	1	Membership	Membership value proposition in place	Marketing of the value proposition	Marketing of the value proposition	Marketing of the value proposition	Marketing of the value proposition	-
		% member transition to higher levels of membership		20%	Membership	Track member transition	Track member transition	Track member transition	Track member transition	Track member transition	-
	Enhance publicity, awareness and participation of IEK in National conversations through media briefings	No. of media briefings	11	20	PRAC	4	4	4	4	4	1,000
	Champion welfare of engineers on attachment, fair remuneration and scheme of service	No. of roundtable meetings with policy makers	20	20	PRAC	2	3	5	7	3	2,000
	Establish MoUs to provide jobs and linkages for membership at global level	No. of MoUs with international organizations	4	5	PRAC	1	1	1	1	1	100

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	Actively engage in enterprise development through incubation for novel ideas	No. of engineering enterprises established	0	30	Membership	6	6	6	6	6	3,000
	Publicize CSR activities on climate change through the media and online	No. of CSR activities	3	10	Events & Functions	2	2	2	2	2	2,000
	Long Term										
	Engage SRC to revise entry salary and benefits for graduate engineers	Reviewed entry level salary for GEs	0	1	PRAC	Position Paper	Round table meetings	Review entry salary for GEs	Implementation	Implementation	800
	Engage the Public Service Commission for inclusion of IEK membership as a requirement for employment of engineers	Directive/circular issued to all public entities	0	1	PRAC	Position Paper	Round table meetings	Round table meetings	Circular issued	Implementation by public entities	800
Strategic Goal II: Relevance											
Strategic Objective: Position the IEK as the go to primary authority for responsive, responsible, progressive, sustainable and public benefit engineering solutions											
Advise society and industry on matters relating to the engineering profession	Quick Wins (short term)										
	Establish IEK think tank/advisory group to pursue matters on engineering discourse	Topical Reports/Articles in engineering	0	1	PRAC	Advisory group Annual Report	Advisory group Annual Report	Advisory group Annual Report	Advisory group Annual Report	Advisory group Annual Report	600
	High Priority (short-medium term)										
	Contribute to curriculum development through	No. of involvement in curriculum development	0	on need basis	PRAC	Curriculum review meetings	Curriculum review meetings	Curriculum review	Curriculum review	Curriculum review	1,000

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	collaboration with learning institutions							meetings	meetings	meetings	
	Lobby for participation of IEK in the designing of engineering programs	Accreditation Joint panel	0	1	PRAC	Position Paper	Roundtable meetings	IEK participation in accreditation	IEK participation in accreditation	IEK participation in accreditation	500
	Refocus IEK as a competent society of practitioners and advisor in the engineering profession	Public fora with society and industry on engineering matters	0	5	PRAC	1	1	1	1	1	5,000
	Lobby for inclusion of members in key cross-sectoral national development agenda including as consultants, advisors, policymakers, executives, board directors	No. of IEK members appointed	5	10	PRAC	2	2	2	2	2	1,000
	Ensure engineers are seconded for advisory roles in high-level decision-making organs such as office of the president, UNESCO, EAC, ACP (Africa Caribbean Pacific)	No. of IEK members appointed	2	5	PRAC	1	1	1	1	1	1,000
	Participate in political discourse affecting members and the engineering profession including through strengthened collaboration with	Hold round table meetings with policy makers and professional associations	20	32	Events & Functions	2	5	10	10	5	3,200

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	National and County Governments										
	Support public-benefit initiatives and advocacy including creating public awareness on the role of engineers	No. of advocacy events	0	15	PRAC	3	3	3	3	3	1,500
	Create and enhance strategic partnerships and collaboration with relevant related communities and associations	No. of MoUs with other Professional Engineering Institutions globally	3	16	PRAC	2	4	4	4	2	1,600
	Participate in industry-related policy formulation, amendments, legislation and application	Position papers/recommendations	10	21	PRAC	3	5	5	5	3	1,200
	Participate in harmonization of and streamlining of the engineering service regulatory framework	Harmonized framework for regulation of engineering services	0	1	PRAC	Matrix of areas to harmonize	Harmonization framework	Public Participation			1,200
	Establish panel of experts for emergency rapid response	Emergency response panel created	0	1	PRAC	Dev. of ToR	Recruitment of members to the panel	Fully constituted panel	Panel meetings	Panel meetings	300
		No. of round table meetings on emergency response	0	On case basis	PRAC	Round table meetings	Round table meetings	Round table meetings	Round table meetings	Round table meetings	2,000
	Create specialist database for Engineering	Specialist Database	0	1	PRAC	Updated Database	Updated Database	Updated Database	Updated Database	Updated Database	850

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	Long Term										
	Participate in the review and/ or development of standards for engineering products, goods and services	Participation in standardization processes	0	On case basis	PRAC	Round table meetings with relevant stakeholders	Round table meetings with relevant stakeholders	Round table meetings with relevant stakeholders	Round table meetings with relevant stakeholders	Round table meetings with relevant stakeholders	1,200
	Participate in disaster and emergency response	Position papers/recommendations	0	On case basis	PRAC	Position paper	Position paper	Position paper	Position paper	Position paper	500
	Establish desks at international forums/organizations such as FAEO, EAFEO, WFEQ, WCEE to drive IEK agenda	No. of IEK desks in international forums with WFEQ, WCEE to drive IEK agenda	0	3	PRAC			1	1	1	1,500
High Priority (short -medium term)											
Support uptake and utility of sustainable solutions in engineering such as net zero carbon and resources depletion initiatives including through low emission zones, circular economy and alternative energy	Accelerate uptake of Sustainable Solutions in engineering	No. of policy/legal/regulatory proposals/instruments	0	10	PRAC	2	2	2	2	2	500
	Research and Development in sustainable engineering solutions	No. of studies conducted on sustainable engineering	0	2	PRAC			1		1	1,000
	Recognition and awards for sustainable initiatives or solutions	No. of Awards	0	5	Events & Functions	1	1	1	1	1	1,000

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
Establish Incubation Hubs	Partner and encourage schools to create innovation clubs	No. of schools with innovation clubs established	0	200	Events & Functions	40	40	40	40	40	2,000
	Launch innovations under IEK	Annual IEK Innovation week	0	5	Events & Functions	1	1	1	1	1	5,000
Support innovations in engineering	Establish an office to support patent registration for engineering innovations	IEK registered as a patent agent	0	1	Excom	Registration with KIPI and an agent	Sensitization to members on service availability	Call for applications from members	Call for applications from members	Call for applications from members	100
	Patent innovation/inventions	Number of patent applications	0	10	Excom	2	2	2	2	2	500
Enhance visibility of IEK publications	Establish collaboration between AJERI and other internationally recognised publications	No. of MoUs with international publication agencies	0	5	PRAC	1	1	1	1	1	500
	Provide subsidies for student publishers in AJERI	No. of international publications		50	PRAC	10	10	10	10	10	500
Long Term											
Membership and enterprise development	Undertake activation days to grow Mhandisi Sacco	Bi-annual activation events	0	10	Events & Functions	2	2	2	2	2	10,000
	Enhance relevance and product offerings of Mhandisi welfare benefits	Bid bond/bid security services launched	0	Regulated by PPRA as a provider of Bid security	Welfare	Application to PPRA	Bid security services launched	Bid security service	Bid security service	Bid security service	100

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
Advance Research and Development	Launch investment portfolio in Land and housing		0	Registered Real Estate service provider	Welfare	Application to relevant agencies	Portfolio launched	Member investments	Member investments	Member investments	1,000
	Affordable Credit facilities to member enterprises		0	KES100M loaned	Welfare	Member sensitization	Loan products	Loan products	Loan products	Loan products	1,000
	Lobby for local content requirement on infrastructure programs including on major projects implemented by foreign entities	% of government projects with 40% local content	0	c=xxx	PRAC	Draft amendment Proposal	Lobby for Amendment	Lobby for Amendment	Public participation	Legislation on 40% local content	1,000
	Lobby for inclusion of training as a component in the implementation of infrastructure projects	Procurement Act Amendment	0	1	PRAC	Position paper	Presentation to Parliament	Draft bill	Discussions in Parliament	Amended PPADA Act	1,200
	Support enterprise development for emerging engineering firms through training	No. of trainings for Engineering firms (SMES, consultants, contractors)	0	10	Learning & Capacity Building	0	2	3	2	3	1,500
	Lobby for establishment of a Research & Development Fund by parliament	Policy proposal for establishment of an R&D fund	0	1	PRAC	Position Paper	Meetings with Ministry	Bill at Parliament	Fund established	Engineering R&D funded	1,000
	Collaborate with industry to sponsor training and capacity building	No. of partnerships for training	0	5	PRAC	1	1	1	1	1	600
	Strategic Goal III: Governance										
	Strategic objective: Enhance IEK institutional framework to support an effective, professional and collaborative community of engineers										
	High Priority (short-medium term)										

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
Monitoring and Review	Embed internal audit and external audit processes to review and monitor the implementation of the strategic plan	Quarterly internal Audit reports	0	20	PRAC	4	4	4	4	4	1,000
		Bi-annual external audit reports	0	10	PRAC	2	2	2	2	2	1,000
	Develop and implement quarterly reporting of the Strategy workplan	Quarterly Reports	0	20	Excom	Templates for reporting	Quarterly report & Quarterly report	Quarterly report	Quarterly report	Quarterly report	1,000
Promote Corporate governance	Assign responsibility for strategic goals to existing committees (Each strategic goal to be assigned to a responsible committee).	Bi-annual committee reports on each strategic goal	0	50	Excom	10	10	10	10	10	2,500
	Develop an implementation matrix for all governance issues	Annual governance implementation report	0	5	Excom	1	1	1	1	1	2,100
	Implement biannual staff performance evaluation	Performance evaluation for IEK staff	0	10	PRAC	2 evaluations	2 evaluations	2 evaluations	2 evaluations	2 evaluations	5,000
	Develop and implement a governance framework for the IEK	Framework for governance	0	1	Excom	Governance framework developed	implementation	implementation	implementation	implementation	3,000
	Review and/or establish manuals and SoPs for all operational areas	SoPs/operational manuals/policies	6	10	Excom	2	4	4			1,500
	Create a repository for all council meeting materials e.g charter, by-laws, strategic plan, financial reports	Repository established	0	1	Excom	Repository established	Up to date repository	Up to date repository	Up to date repository	Up to date repository	100
	Develop and implement a risk	Risk Mng. Framework	0	1	Excom	Framework for risk mng.	Implementation	Implementation	Implementation	Implementation	500

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	management framework								on		
	Develop and implement ICT governance framework	ICT governance Framework	0	1	Excom	Framework for ICT governance	Implementation	Implementation	Implementation	Implementation	500
	Pursue ISO Certification for IEK	ISO certification achieved	0	1	PRAC		Gap analysis, documentation and training	ISO certification	Continuous improvement	Continuous improvement	1,500
	Establish self-regulatory mechanism to ensure adherence to professional code of conduct	Integrity Sub-Committee in place	0	1	GARC		Establish integrity sub-committee	Code of conduct implementation	Code of conduct implementation	Code of conduct implementation	1,000
	Implement annual member satisfaction surveys	Member satisfaction Index	0	70%	PRAC	58%	60%	64%	68%	70%	7,500
Increased Accountability	Implement member feedback surveys	Bi-annual feedback survey	0	10	PRAC	2	2	2	2	2	5,000
	Implement induction program for the council	No. of induction programs	2	2	Excom		1		1		2,000
	Establish a call center to enhance response to member issues	Call center established	0	1	Excom	Call center in place	Operational call center	Operational call center	Operational call center	Operational call center	5,000
	Initiate and implement Annual CEO reports	Annual CEO reports	0	5	Excom	1	1	1	1	1	250
Enhance Capacity and Talent Retention	Empower the Secretariat through training and career advancement	No. of training	0	5	Learning & Capacity Building	1	1	1	1	1	5,000
		Career succession policy	0	1	Excom		Career succession policy	Policy implementation	Policy implementation	Policy implementation	100

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	Establish and implement oversight mechanisms to ensure that duties are separated effectively	Corporate governance training for council members	1	2	Excom			1		1	2,000
	Establish staff retirement benefit scheme	Retirement benefit scheme	0	1	Excom	Retirement benefits launched	Implementation	Implementation	Implementation	Implementation	2,000
	Long Term										
	Enhance Secretariat capacity through exchange programs to other member Institutions of engineers	No. of staff on exchange program	0	6	Excom			2	2	2	7,200
	High Priority (short-medium term)										
Support diversity, inclusion and participation	Continue implementation of gender mainstreaming programs (through Women Engineers Committee)	No. of Women Engineers in IEK		500	WEC	100	100	100	100	100	1,500
	Continue implementation of programs for young engineers (through Young Engineers Committee)	No. of young engineers mentored		2000	FLC	400	400	400	400	400	1,500
	Develop programs for engineers with special needs	Database of Engineers with special needs	0	Database in place	Membership	Mapping of engineers with special needs	Update Database	Update Database	Update Database	Update Database	200
		Customized services and products for Engineers with special needs	0	PWD friendly products and services	Membership	PWD mainstreamed services	PWD mainstreamed services	PWD mainstreamed services	PWD mainstreamed services	PWD mainstreamed services	500

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
Strengthen IEK branches	Clearly define the role of young engineers and involve them in IEK activities as they are critical for sustainability	No of young engineers in IEK committees	0	40	Membership	8	8	8	8	8	-
	Quick Wins (short term)										
	Establish Engineering discipline branches	No. of engineering discipline branches	0	On Needs basis	Excom	Established discipline branch	Established discipline branch	Established discipline branch	Established discipline branch	Established discipline branch	1,000
	High Priority (short -medium term)										
	Allocate resources to branches to recruit more members and conduct outreach activities	No. of new members registered by branches (all categories)	400	1,600	IEK Branch Chairperson	250	280	340	350	380	-
	Develop funding framework for branches	No. of branch outreach events	24	70	IEK Branch Chairperson	14	14	14	14	14	60,000
		Amount of external funding received by branches	0	6 Million	IEK Branch Chairperson		2M	4M	5M	6M	-
	Establish Functional secretariat at the branches with physical presence	No. of branches with functional secretariat	0	8	Excom	1	2	2	2		9,600
	Long Term										
	Establish three diaspora branches	No. of diaspora branches	0	3	Excom			1	1	1	900
Strategic Goal IV: Resource Mobilization											
Strategic Objective: Transition IEK into a financially independent society sufficiently resourced to effectively advance the interests of members											
High Priority (short -medium term)											
Pursue sustainable resource mobilization	Diversify revenue sources	Revenue from Convention	123M	203M	Membership	136.289M	152.995M	169.700M	186.406M	203.111M	200,000
		Member Subscription	22.8M	60M	Membership	29.762M	36.861M	45.061M	52.212M	60.060M	5,000

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
and asset acquisition		Training (including online training modules, induction to boards and Managers etc)	7.4M	70M	Learning & Capacity Building	17.437M	31.236M	45.387M	59.886M	70.300M	35,000
		Sale of merchandise	252,450	3M	Membership	852,450	1.352M	1.852M	2.252M	2.652M	25,000
		Sale of Magazine (including corporate subscriptions)	9.966M	18.191M	Membership	12.7M	14.1M	15.4M	16.8M	18.2M	20,000
		Advertisements in the Magazine	8.65M	9.74M	Membership	8.864M	9.082M	9.300M	9.519M	9.738M	
		Digital advertisements	0	3M	Resource Mobilization	1.1M	1.5M	2.1M	2.5M	3.0M	1,200
		African Journal of Engineering Research and Innovation (AJERI)	0	20M	Membership	4.5M	5M	6M	7M	7.5M	10,000
		Social Media (i.e through sponsored posting/advertisement)	0	10M	Membership	1.4M	1.8M	2M	2.3M	2.5M	250
		Entrance and transfer fees	1.1M	8M	Membership	1.1M	1.3M	1.5M	1.7M	1.9M	200
		President's dinner	1.4M	2.6M	Events & Functions	1.4M	1.7M	2M	2.3M	2.6M	2,500
		IEK Marathon	0	6M	Events & Functions	-	3M	3.5M	5M	6M	8,000
		International Engineering exhibition	0	3M	Events & Functions	2.3M	2.6M	2.75M	2.9M	3M	1,000
		Sale of infrastructure scorecards	0	0.3M	PRAC	100,000	180,000	210,000	240,000	300,000	400
		Other incomes (Zumba, rental, interest on savings etc)	7.2M	11.5M	Membership	7.590M	8.576m	9.562M	10.548M	11.533M	1,000
	Develop and present concept notes to development partners	Revenue generated from grants	0	30M	Resource Mobilization	Mapping of potential donors	Proposal writing and applications	10M	20M	30M	1,500

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	– AfDB, World Bank, AU, EU										
	Identify and seek new partnerships aligned to the objectives of IEK	No. of new partnerships	0	20	Resource Mobilization	4	4	4	4	4	400
	Develop and implement a fundraising strategy for generating financial resources	Fundraising strategy in place	0	1	Resource Mobilization		Fundraising strategy	Implementation	Implementation	Implementation	2,000
	Research fundraising	Write research proposals to attract funds	0	20M	Resource Mobilisation	2M	5M	10M	15M	20M	2,000
	Quick Win (Short Term)										
	Develop a resource mobilization strategy detailing action to be undertaken to raise funds needed for implementation of the 2023-2028 strategic plan	Resource mobilization strategy	0	1	Resource Mobilization	Development of strategy	Strategy implementation	Strategy implementation	Strategy implementation	Strategy implementation	1,000
	Engage an event management service provider for IEK conventions, exhibitions and other major events	% increase in revenue generation from events		50%	Resource Mobilization	Framework agreement with service provider	20%	30%	40%	50%	4,000
	Develop and implement automatic Membership Renewal Reminders	Text reminder App in place	0	1	Resource Mobilization	Mass reminder App in place	Subscription Reminders	Subscription Reminders	Subscription Reminders	Subscription Reminders	600
	Develop and implement an investment policy	Investment Policy in place	0	1	Resource Mobilization	Development of policy	Implementation	Implementation	Implementation	Implementation	600
	Long Term										

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
Asset Accumulation	Form IEK consultancy and advisory firm	Firm in place	0	1	Learning & Capacity Building	Concept note	Articles of Assoc.	Firm registered	Firm in place	Firm in place	3,200
	Construct Engineering Plaza	Engineering Plaza in place	0	1	Resource Mobilization	Concept note approved	Funds mobilization from members	Ground breaking, continuous resource mobilization	Engineering Tower		1,500,000
	Establish engineering tower investment fund drive	Investment amount collected	0	200M	Resource Mobilization	40M	40M	40M	40M	40M	1,000
Strategic Goal V: Expertise											
Strategic Objective: Provide training that offers lifelong learning to equip engineers with current technologies and new ways of practicing											
Position IEK as a provider of engineering training	Quick Wins (Short Term)										
	Register with the National Industrial Training Authority (NITA) as a training provider	NITA registration	0	1	Learning & Capacity Building	NITA certificate	Certificate Renewal	Certificate Renewal	Certificate Renewal	Certificate Renewal	80
	Develop and implement training calendar for local and international training	Annual training calendar	4	5	Learning & Capacity Building	1	1	1	1	1	100
	Identify trainers from among the membership	Database of trainers from the membership	0	1	Learning & Capacity Building	Updated Database	Updated Database	Updated Database	Updated Database	Updated Database	100
	High Priority (short-medium term)										
	Develop and implement executive training programmes	No. of executive trainings conducted	0	5	Learning & Capacity Building	1	1	1	1	1	1,200

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	for Managers, CEOs, Boards etc										
	Lobby for partnerships for Capacity Building and sponsorship including through the Women Engineers Committee and Young Engineers committee for the young engineers and women	No. of MoUs for provision of training	0	5	PRAC	MoUs in place	Joint trainings	Joint trainings	Joint trainings	Joint trainings	3,800
	Provide professional certification programmes for each membership category	No. of CPD approved trainings	50	60	Learning & Capacity Building	10	10	10	10	10	3,000
	Conduct training relevant to all membership classes of engineers	No. of training per member category	50	100	Learning & Capacity Building	24	24	24	24	24	5,000
	Support training and mentorship of members through branches	No. of trainings or mentorship programs for branches	0	8	Learning & Capacity Building	1	2	2	2	1	2,000
	Develop a structured reward scheme for IEK internal trainers	Established reward system for IEK internal trainers	0	1	Learning & Capacity Building	Reward scheme for trainers	Implementation	Implementation	Implementation	Implementation	2,500
	Develop and implement customized training for technical institutions local and international	No. of organization-based training	0	10	Learning & Capacity Building	Preparation of training curriculum	2	3	3	2	3,000
		No. of TNAs conducted	0	5	Learning & Capacity Building	1	1	1	1	1	1,000
	Develop and implement marketing strategy for IEK training including using multifaceted platforms such as	No. of marketing campaigns	0	20	PRAC	4	4	4	4	4	6,000

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	print, radio, TV										
	Enhance Accessibility to the CPD training program through continued utilization of online tools in training	No. of trainings conducted virtually	107	125	Learning & Capacity Building	20	23	25	27	30	1,200
	Oversee continuous professional development of members - to address the dynamic needs of the market including for the different membership categories and disciplines	No. of continuous professional development programs	117	154	Learning & Capacity Building	26	29	31	33	35	1,500
	Leverage on the branches to facilitate industrial visits	# of Industrial visits	20	28	Events & Functions	4	6	6	6	6	5,600
Enhance academia and industry linkages	Enter into MoUs with the industry and academia to facilitate knowledge exchange, student attachments & exchange programmes	No. of MoUs with Academia and industry	20	30	Learning & Capacity Building	5	6	6	6	7	1,500
	Quick Wins (Short Term)					MoU signed	MoU implementation	Partnerships with UNESCO O	Partnerships with UNESCO O	Partnerships with UNESCO O	1,000
	Establish collaboration with UNESCO	MoU with UNESCO established	0	1	Learning & Capacity Building						
	Long Term										

Objective	Task/s	KPI	Baseline	Target	Responsibility	Timeline					Budget Kshs ('000)
						Year 1	Year 2	Year 3	Year 4	Year 5	
	Establish an Education Center for Engineers Continuous Development	Education Center for Continuous Development	0	1	Learning & Capacity Building	Concept paper	Stakeholder engagement	Resource Allocation	Registration and establishment	Education center in place	1,000
Knowledge Management	High Priority (short -medium term)										
	Capitalize on members' implicit and tacit knowledge to improve the technical capacity of membership	Recognitions of IEK as primary authority on all engineering matters based on opinion sought, opinion rendered, recommendations made, etc	0	10	PRAC	2	2	2	2	2	500
	Institutionalize public lectures by retired/expert engineers	No. of public lectures held	1	10	Learning & Capacity Building	2	2	2	2	2	2,000
	Create dynamic knowledge repository	Established knowledge repository/database	0	1	Learning & Capacity Building		Establishment of repository	collection and sharing of knowledge	collection and sharing of knowledge	collection and sharing of knowledge	350
	Prepare a Knowledge Management (KM) strategy for IEK	KM Strategy	0	1	Learning & Capacity Building	Development of ToR and budget allocation	Selection of service provider and development of strategy	KM strategy developed			50
	Long Term										
	Establish an engineering museum	Engineering Museum	0	1	Learning & Capacity Building	Concept paper approved	Engagement with National Museums and KWS	Installation or mapping of exhibits	Installation or mapping of exhibits	Opening of the museum	5,000
	Establish a channel to feature engineering films	Engineering channel established	0	1	Learning & Capacity Building		concept note and engagement with relevant institutions	Content development	channel launch	Broadcast	5,000





6

Monitoring and Evaluation

Monitoring, evaluation and reporting will form a critical component for the successful implementation of this strategic plan. The monitoring evaluation and reporting process is instrumental in tracking the implementation of programmes, assessing the extent of achievements and providing critical information regarding the implementation. It is also a rich source of information for evidence-based decision making in the planning, budgeting and administration process.

The Strategic Planning Committee will oversee the monitoring of activities spelt out in the Plan through regular meetings and also prepare quarterly reports on implementation of the Plan. The monitoring process will be based on the implementation matrix which provides sufficient details (indicators, monitoring mechanisms as well as the financing) to enable the monitoring of progress of implementing the strategies and activities for each key result area.

This plan will be evaluated through annual, midterm and end term reviews. The Plan will be evaluated for sufficiency, relevance and bankability. The sufficiency criteria will assess the extent to which the activities implemented attain the Plan's Strategic Objectives. The relevance criteria will assess the appropriateness of the proposed activities during implementation while bankability will determine the value for money and return on investment aspects of activities.

The schedule of review of the progress of the implementation of the strategic plan are as presented in Table 6.1

Table 6.1. Monitoring and Evaluation

Reporting frequency	Description
Quarterly reporting	Implementation of activities proposed in the plan will be reported quarterly. This will be ad-hoc reporting based on objective task undertaken
Annual review	The annual reviews will be carried out in the third quarter
Mid-term review	To be conducted in the third quarter of the third year to determine the level of necessity for reviewing the strategic plan
End-term review	To be conducted in the third quarter of the fifth year of implementation to assess the overall implementation rate and provide critical learning points for the next Strategic Plan









7

**Supporting
Organization
Structure**

The organization structure in Figure 7-1 is recommended after the review of the existing one (shown in Figure 7-2) and is expected to facilitate the necessary value creation through enhanced coordination, resource mobilization and synergy between the Council and the Secretariat.

Figure 7.1: New IEK Organization Structure

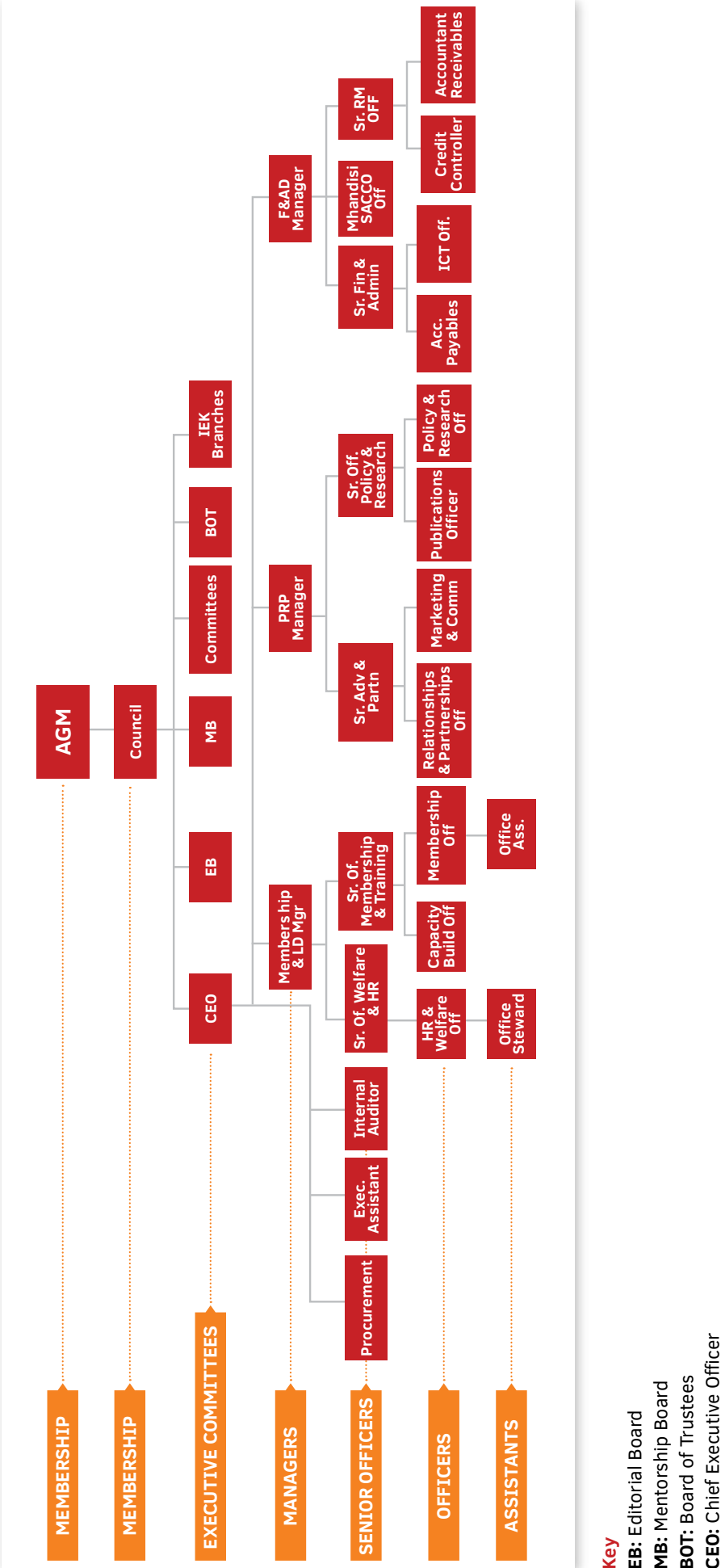
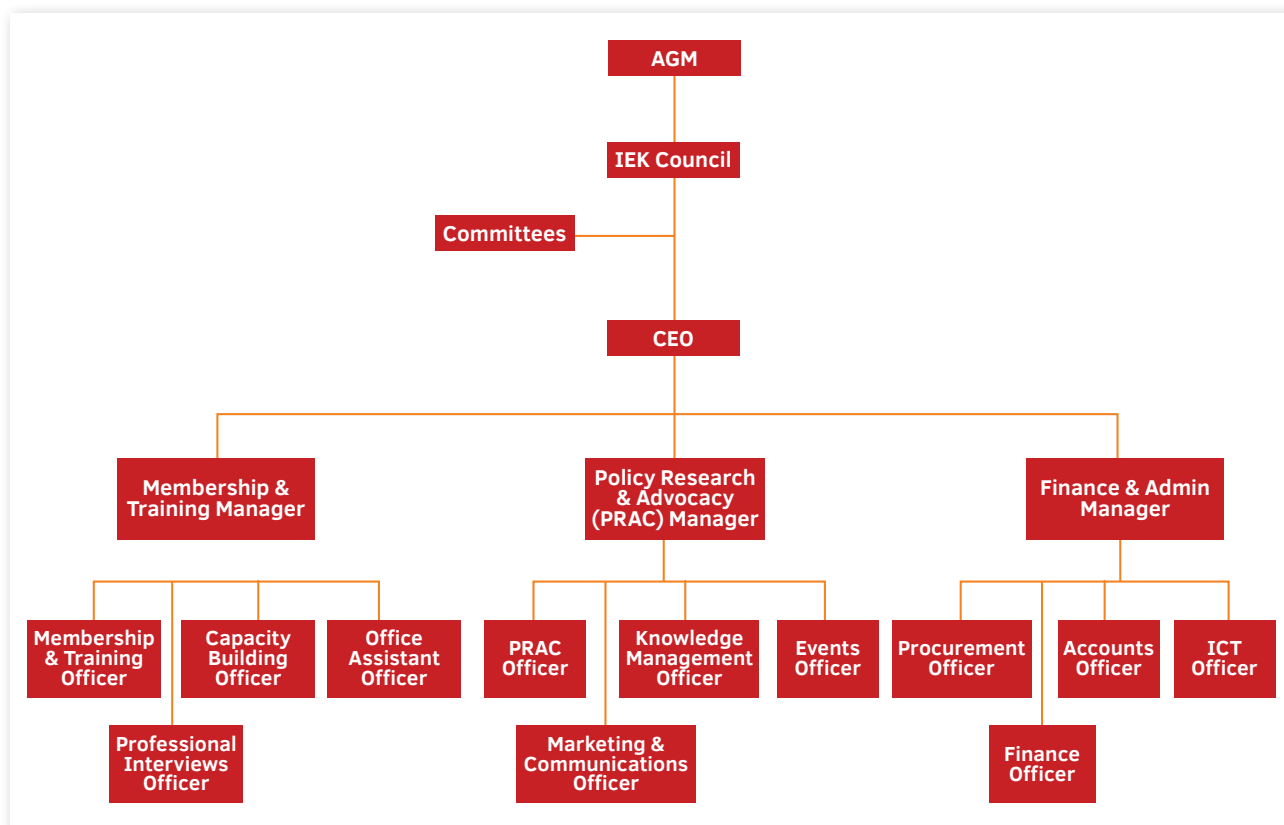
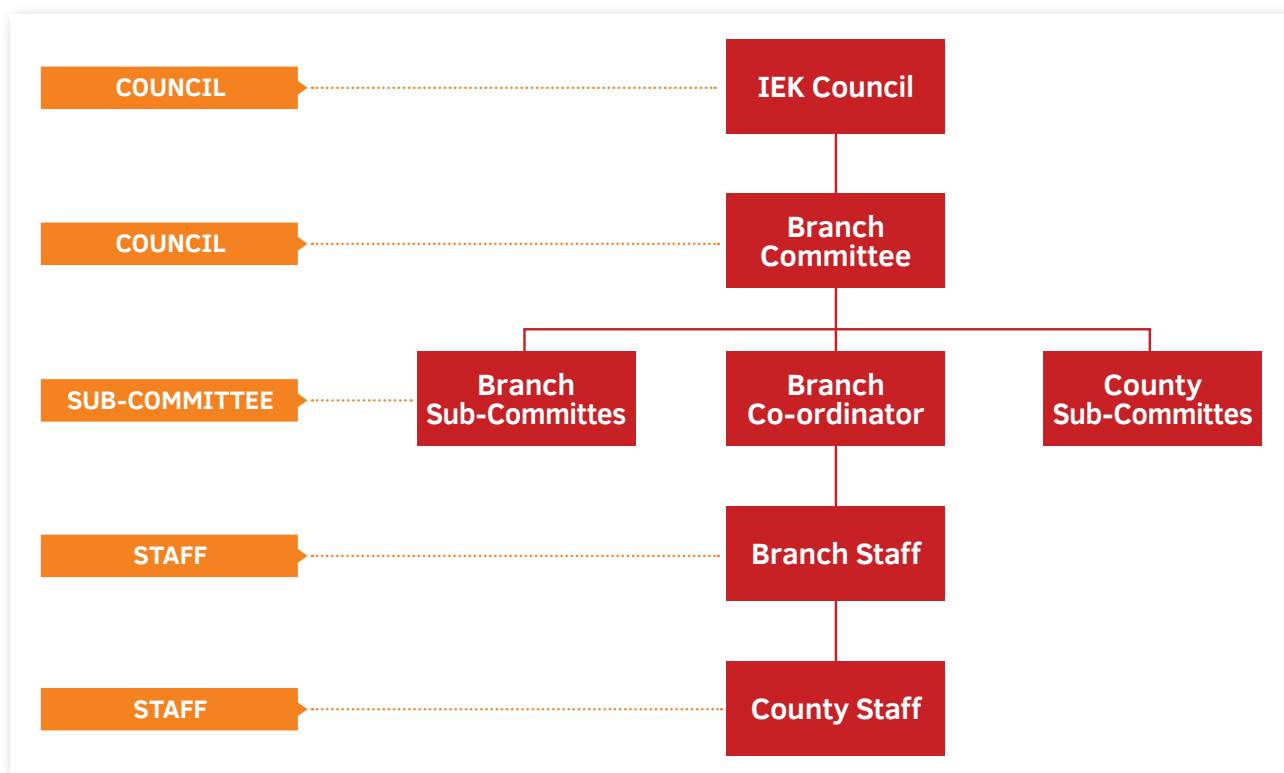


Figure 7.2: Current IEK Structure




IEK Branches structure is as presented in Figure 7-3 below;

Figure 7.3: IEK Branches Model Structure



IEK Council Committees

The proposed changes are to reduce Council Committees from the current 14 to 8 by the end of the strategic plan period, and that no member can hold committee leadership in more than two committees. These changes are guided and are in line with best practices on corporate governance.

Current Committees	Proposed Committees	Primary Mandate
 <ol style="list-style-type: none"> 1. Executive 2. Resource Mobilization and Partnership 3. Membership and Mentorship 4. Capacity Building and Leadership Development 5. Outreach 6. Welfare 7. Legislative 8. Policy Research and Advocacy 9. Events and Functions 10. Alternative Dispute Resolution Committee (ADR) 11. Strategic Plan and Performance Management 12. Women Engineers Chapter 13. Future Leaders 14. Governance, Audit and Risk Committee (GARC) 	1. Membership, Mentorship and Welfare Committee	to promote growth in membership of all classes; create diverse, inclusive and supportive mentorship programme, oversee membership application processes and promote the welfare, diversity and inclusion of membership of all classes by ensuring needs of all members are catered for regardless of their race, gender or creed.
	2. Policy, Research and Advocacy Committee (PRAC)	to coordinate the institution's public policy research and advocacy activities affecting the engineering profession, foster good working relations with relevant government arms and collaborate with allied organizations on matters of mutual interest
	3. Governance, Audit and Risk Committee (GARC)	to maintain oversight and ensure the integrity of IEK's governance, internal audit, external audit, and financial controls and conduct organizational risk assessment and propose mitigation measures.
	4. Resource Mobilization Committee	To raise sustainable resources and support IEK in its efforts to build synergies and enhance partnerships for both administrative and programmatic activities in the Strategic plan
	5. Learning and Capacity Building Committee	to develop and implement professional development programs that are specifically formulated to continuously improve the competence of all segments of Engineering professionals and related practitioners in the country and beyond.
	6. Women Engineers Committee	to empower Women in Engineering by developing their potential in Engineering and Leadership to achieve high levels of professionalism and inclusivity
	7. Future Leaders Committee	to develop and implement programs for Young Engineers and engage them on delivery of their initiatives including raising their profile and awareness in IEK and the Engineering fraternity
	8. Events and Functions Committee	to plan, organize and implement IEK's events and functions with a view to promote professional business networking and socializing amongst members and related external organizations thus promoting the exchange of knowledge and a sense of belonging and identity among members







8

Annexes

Annex I: Projected 2023-2028 Incomes and Expenditures

Item Description	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
Convention	136,289,504.00	152,994,885.00	169,700,267.00	186,405,648.00	203,111,030.00
Membership Subscription	29,761,643.00	36,861,643.00	45,061,843.00	52,212,443.00	60,562,443.00
Training	17,436,904.00	31,236,904.00	45,386,904.00	59,386,904.00	70,386,904.00
Sale of merchandise	852,450.00	1,452,450.00	2,002,450.00	2,552,450.00	3,002,450.00
Sale of Magazine	12,700,000.00	14,100,000.00	15,400,000.00	16,800,000.00	18,200,000.00
Advertisements in the Magazine	8,864,000.00	9,082,000.00	9,300,000.00	9,519,000.00	9,738,000.00
Digital advertisements	1,100,000.00	1,500,000.00	2,100,000.00	2,500,000.00	3,000,000.00
African Journal of engineering and innovation (AJERI)	4,500,000.00	5,000,000.00	6,000,000.00	7,000,000.00	7,500,000.00
Social Media (i.e through sponsored posting/ advertisement)	1,400,000.00	1,800,000.00	2,000,000.00	2,300,000.00	2,500,000.00
Entrance and transfer fees	1,100,000.00	1,300,000.00	1,500,000.00	1,700,000.00	1,900,000.00
President's dinner	1,400,000.00	1,700,000.00	2,000,000.00	2,300,000.00	2,600,000.00
IEK Marathon	-	3,000,000.00	3,500,000.00	5,000,000.00	6,000,000.00
International Engineering exhibition	2,300,000.00	2,600,000.00	2,750,000.00	2,900,000.00	3,000,000.00
Magazine advert	8,863,670.00	9,082,140.00	9,300,610.00	9,519,080.00	9,737,550.00
Sale of infrastructure scorecards	100,000.00	180,000.00	210,000.00	240,000.00	300,000.00
	226,668,171.00	271,890,022.00	316,212,074.00	360,335,525.00	401,538,377.00
Other Income					
Zumba, rental, interest on savings etc	7,590,000.00	8,576,000.00	9,562,000.00	10,548,000.00	11,533,000.00
Grants	-	-	10,000,000.00	20,000,000.00	30,000,000.00
	7,590,000.00	8,576,000.00	19,562,000.00	30,548,000.00	41,533,000.00
Total Income	234,258,171.00	280,466,022.00	335,774,074.00	390,883,525.00	443,071,377.00
Expnditure					
Strategic Pillar implementation expenses					
Strategic Pillar 1	27,435,600.00	30,484,000.00	33,532,400.00	36,580,800.00	24,387,200.00
Strategic Pillar 2	9,477,000.00	9,477,000.00	9,477,000.00	9,477,000.00	9,477,000.00
Strategic Pillar 3	23,751,000.00	26,390,000.00	29,029,000.00	31,668,000.00	21,112,000.00
Strategic Pillar 4	58,653,000.00	65,170,000.00	71,687,000.00	78,204,000.00	52,136,000.00
Strategic Pillar 5	9,446,400.00	10,496,000.00	11,545,600.00	12,595,200.00	8,396,800.00
	128,763,000.00	142,017,000.00	155,271,000.00	168,525,000.00	115,509,000.00
Operating Expenses					
Salaries and Wages	30,712,993.90	33,784,293.29	37,162,722.62	40,878,994.88	44,966,894.37
Other Expenses	49,641,225.73	54,605,348.31	60,065,883.14	66,072,471.45	72,679,718.59
	80,354,219.63	88,389,641.60	97,228,605.76	106,951,466.33	117,646,612.96
Total Expenses	209,117,219.63	230,406,641.60	252,499,605.76	275,476,466.33	233,155,612.96
Net Surplus	25,140,951.37	50,059,380.40	83,274,468.24	115,407,058.67	209,915,764.04

Notes & Assumptions:

1. Income projections have been computed based on historical data. Linear trends were generated from data as available between 2018-2022 and the same used to forecast anticipated income for the strategic plan period. Where baseline/ historical data was lacking, projections were made based on market data analysis
2. Operating expenses comprise; Advertising, AGM Expenses, Committee expenses, Panel Interviews, Bank Charges, Advocacy & Exhibition expenses, Consultancy, Donations and Awards, Freight & Courier, IEK Elections, Travelling expense(International & Local), Legal expenses, Light, Power, Heating, Office Expenses, Printing & Stationery, Recruitment, Repairs and Maintenance Expenses, Service charge-Top Plaza, Sponsorship, Staff Medical Cover, Staff Welfare, Team Building, Telephone, Internet & Postage, Trainings and Seminars, Webinar PIP, Zoom Subscription
3. Salaries and Wages is anticipated to increase by 70% with the implementation of the proposed organizational structure
4. The engineering Plaza will be implemented as a stand-alone project hence excluded from the computation.

Annex II: Summary of implementation of strategic objectives (Strategic Plan 2019-2023)

Strategy	Activity	Baseline (As At 31.12.18	Status	Remarks
Strategic Goal 1: Grow IEK membership to 20,000 by 2022				
Strategic Objective: Grow student membership to 500 by 2022				
Conduct outreach in universities	Establish and maintain register of student engineers	0	Achieved	Over 50 secondary schools and 14 Universities were reach. IEK maintains a register of GEs 100% complete
	Participate in University Student functions/ fairs	1	Achieved	
	Visit accredited universities across the country	216 students	Achieved	
Establish student attachment program	Engage industry to create attachment opportunities	0	In progress	This is still work in progress even though IEK engaged over 10 industry players. This is a continuous activity.
	Placement of students in attachments	0	In progress	
Strategic Objective: Grow Graduate membership to 8,000 by 2022				
Maintain and update Graduate Engineers (GE) register	Get list/contacts of graduates from universities after every graduation	0	In progress	IEK has managed to maintain GEs register and map non members GEs through outreach programs. Getting contacts of graduates from universities after graduation is still work in progress. 66.6% complete
	Maintain and regularly update GE register	0	Achieved	
	Map up non-members GEs and invite to join IEK	8000	Achieved	
Establish job placement services	Engage industry to create internship/ jobs for GE	0	In progress	This is 33.3% complete even though IEK has so far engaged 10 industry players for internship positions. Placement of GEs in attachment is a continuous process. IEK has enhanced participation of GEs in IEK committees.
	Enhance participation of GEs in IEK committees	0	Achieved	
	Recruitment of GEs for Jobs and attachments	0	In progress	
Strong corporate membership drive	Engage Agencies on requirements of engineering practice	0	Achieved	100% complete. This was achieved through signing of various MoUs and enhancing visibility through social media
	Invite engineers to IEK through print/ electronic media	0	Achieved	
Develop and implement mentorship framework	Develop and implement mentorship framework	none	Achieved	100% complete. Mentorship done to 1372 secondary school and 788 university students. Through mentorship program conducted, IEK managed to increase its GE membership. This was also enhanced through registration fee waiver.
	Support registration of Engineers with degrees	none	Achieved	
Develop curriculum and conduct Professional Interview Preparation course (PIPs)	Conduct PIPs courses (Quarterly National, Regional and Agency based courses)	0	Achieved	100% complete. The number of PIPs conducted during the review period were 10 reaching 2,112 Graduate engineers.
	Develop training materials and regularly update content	2	Achieved	
Efficient Professional Review Panels	Carry out Regular Professional review interviews	100 corporate members	Achieved	100% Complete. Interview panelists increased from 18 to 60
	Enhance Interview panels	34	Achieved	
	Training of PRP members	0	Achieved	
Standardized PIDs	Prepare standard Professional Review template	0		
	Prepare standard Technical Evaluation Template	0		

Strategy	Activity	Baseline (As At 31.12.18)	Status	Remarks
Strategic Objective: Promote engineering as a career choice in high schools				
Organize career talks for high schools	Participate in science congress			This is still work in progress even though over 50 secondary schools have been reached for mentorship programs. This is a continuous process
	Quarterly visit high schools in each county	1000 students	In progress	
	Collaborate with MoE, UNESCO, NACOSTI and conduct Annual Mentorship	600 students	Achieved	100% complete
Strategic Objective: Enhance member engagement				
Update and maintain members register	Encourage members to upgrade class		Achieved	100% Complete. The number of Fellows increased from 133 to 162; the number of Corporate Members increased from 2981 to 3266, student members from 155-491 while-Graduate Members increased from 4932 to 6193. Recruited Graduate Engineering Technologists and Graduate Engineering Technicians within the period were 40 and 56 respectively
	Update and maintain members register	Member register in place	Achieved	
Keep members regular updated on IEK activities	Annual General Meetings and Special General Meetings		Achieved	100% Complete.
	Newsletters and regular correspondence on important events		Achieved	
	Up to date website	Website in place	Achieved	
Enhance participation in IEK affairs	Hold elections every 2 years		Achieved	100% complete. 21 members were nominated to various Boards and Committees including: EBK; KeRRA; KURA and Ministry of Industrialization, Trade and Enterprise technical committees.
	Invite to join IEK committees		Achieved	
	Nominate to county boards	10	Achieved	
Offer subsidized services	Identify institutions for subsidies eg AAR, AA, library	0	In progress	Work in progress
Strategic Objective: Promote diversity and inclusivity in engineering				
Conduct membership drives	Membership introductions during events, social media		Achieved	100% complete. Continuous process
Encourage inclusiveness	Establish 5 No. additional Branches	3	Achieved	100% complete
	Establish discipline-based chapters	0	Achieved	
Encourage historically disadvantaged groups (women, PWD, youth, minorities)	Establish Women Engineers Chapter	None	Achieved	100% complete
	Establish Young Engineers Chapter		Achieved	
Registration of associate and companion members	Develop criteria and recruit 6 No. Associate and 6 No. Companion members		Achieved	100% complete
Strategic Objective: Develop and upgrade 150 Corporate Members to Fellow Class by 2022				
Fellow identification	Membership analysis for qualification	75	Achieved	100% complete
	Recommend members for election to Eminent Engineers Forum	0	Achieved	
Nomination for National Government Boards	Nomination to Boards of State Agencies	10	Achieved	100% complete

Strategy	Activity	Baseline (As At 31.12.18)	Status	Remarks
Strategic Goal 2: Relevance				
Strategic Objective: Reposition IEK as the “go to” institution on matters infrastructure and industrial development				
Review legislation to align engineering practice to global best practices	(i) Public Procurement & Disposal Act, 2015 to enhance role of engineers in procurement of works and engineering services		In progress	40% complete. IEK contributed to the improvement of practicing allowances for engineers through the passing of the Scale of Fees by parliament through Legal Notice No. 20
	(ii) County government act on appointment of Professional Engineers for management of engineering services		In progress	
	(iii) Strengthening role of PEs in approval of infrastructure projects	0	In progress	
	Engage Parliament for enactment of relevant laws		Achieved	
	Present position papers	0	Achieved	10 position papers submitted
Enhance knowledge management capability	Establish knowledge center for engineering infrastructure (e-library, repository of standard and best practices)		In progress	33.3% complete. PRAC, through the Transportation Subcommittee, facilitated participation of Engineers in review of the Street Design Manual for Urban Areas in Kenya and the BRT Design framework.
	Establish peer review teams for major infrastructure programs	0		
	Publish industry best practices, guidelines and manuals	0	Achieved	
Establish panel of experts to respond to emergencies/ matters of public interest	Establish panel of experts for thematic areas	0	Achieved	100% complete
	In collaboration with relevant State Agency, carry out independent investigations	0	Achieved	
	Publish statement/ issue media briefs	0	Achieved	
Align/ rebrand IEK to new strategic plan	Develop IEK brand	Existing IEK logo	Achieved	100% complete
Strategic Objective: Create Partnerships and collaborations				
Accreditation of Engineering Courses	Collaborate with universities for students to carry out industry research	0	In progress	Work in progress
	Lobby for inclusion of IEK representation on Commission of Education to contribute to curriculum of engineering programs	0	In progress	
Develop and implement stakeholder engagement	Ensure effective stakeholder engagement		Achieved	Continuous process. 100% complete.
Maintain membership with EAEO, FAEO, WFEO	Participate in regional affairs (EAEO and FAEO activities)		Achieved	100% complete. IEK Collaborated with FAEO to create the first Africa Infrastructure Score Card in the year 2021
Participate in APSEA and other relevant professional organisations	Participate in global affairs (WFEO, ICE)	AEQ, FAEO, WFEO	Achieved	IEK also supported the Engineers Board of Kenya (EBK) to join WFEO as an affiliate member. 100% complete

Strategy	Activity	Baseline (As At 31.12.18)	Status	Remarks
Engagement with policy makers	Hold round table meetings with policy makers and professional associations	0	Achieved	100% complete. Over 20 round table meetings with policy makers and professional associations.
	Invite influential persons to IEK functions		Achieved	
	Lobby for enactment of laws	0	Achieved	
	Submit memorandum for proposed policies, bills		Achieved	
Publish journal	Establish editorial board		Achieved	100% complete
	Publish Kenya Engineer		Achieved	
Media Engagement	Develop communications policy and strategy	No policy in place	Communication Strategy and Policy in place (Achieved)	75% complete. Launching of TV talk show on engineering has not been achieved. It's still WIP
	Effective social media engagement	Website, Facebook, twitter, WhatsApp	Achieved	
	Launch TV talk Show on Engineering	0	In progress	
	Media coverage of IEK events	Ad hoc engagement	Achieved	
Strategic Objective: Influence public policy through research				
Influence public policy through research	Publish Infrastructure score card	0	Achieved	100% complete.
	Publish policy briefs	0	Pending	
	Undertake research in collaboration with research agencies (KIPPRA, IEA etc)		Pending	
Strategic Objective: Welfare of engineers				
Improve schemes of service for engineers	Lobby for enactment of Engineers scale of fees	Draft scales of fees published	Achieved	90% complete Ongoing discussions with the PSC on the engineers scheme of service
	Monitor and oversee working conditions for engineers	None	Achieved	
	Review engineers' scheme of service	None	In progress	
Strategic Objective: Support Enterprise Development				
Support enterprise development for emerging engineering firms	Design and provide innovative financial products for SMEs through Mhandisi SACCO		In progress	Work in progress
	Engage relevant state agencies (Treasury, Infrastructure) to promote local content in infrastructure programs		In progress	
	Engage State Agencies on timely payment for consultants and contractors	40% local content policy in place	In progress	
	Foster collaboration for engineering firms to form consortia and bid for mega projects		In progress	
	Organize training for SMES (consultants, contractors)	0	In progress	
Identify and undertake investments for members	Identify and undertake investments for members		In progress	Work in progress
Develop and implement social support programs	Develop and implement social support programs		In progress	50% complete.
	Organize family health talks, medical insurance		Achieved	
Strategic Objective: Contribute to society wellbeing through CSR				
Design and Implement CSR programs through voluntary schemes	Establish volunteering program	Annual CSR	In progress	Covid-19 fund raised as part of charity, CSR activities undertaken including at branch level

Strategy	Activity	Baseline (As At 31.12.18)	Status	Remarks
Strategic Goal 3: Expertise				
Strategic Objective: Promote excellence in engineering				
Organize functions/ events for networking and emerging issues	Cocktail lectures, network events and workshops for emerging issues		In progress	Continuous networking events- conducted over 20
	Social events (charity golf, walks)		In progress	Covid-19 fund raised as part of charity, CSR activities undertaken including at branch level
Facilitate Engineers to publish research work through conferences, peer review publications	Annual IEK conference		Achieved	5 IEK conventions done
	Establish a peer reviewed journal		In progress	1st African Journal of Engineering and Innovation (AJERI)
Design and conduct tailored courses for professional development of engineers	IEK Certification of procurement of engineering services (similar to ICS certificate for Governance Audits)	0	In progress	
	Organize courses for specialized engineering courses (road safety, buildings and structures safety, energy audits, environmental audit, social etc)	0	In progress	Webinars ongoing
	Organize seminars, benchmarking tours on cutting edge technologies in procurement, contract management, PPPs and other emerging contracting models		Achieved	Achieved through industrial tours
Establish and maintain collaborations with other Professional Engineering Institutions	Africa	-	Pending	Not initiated
	East Africa	-	Pending	Not initiated
	Washington Accord	-	In progress	Initial discussions initiated and continuous lobbying is ongoing
Organize functions/ events for networking and emerging issues	Industrial visits (once each month)		Achieved	100% achieved
Annual Engineering Excellence awards/ accolades	Map/ identify out distinguished members	0	Achieved	Launched in 2021 with 25 categories of awards
Nomination for State Awards (is this in IEK)	Lobby for nomination for state award for distinguished service in	3	Achieved	5 members nominated for state awards where 1 was conferred
Strategic Objective: Form IEK consultancy and advisory services				
Form IEK consultancy and advisory arm	Form IEK consultancy and advisory arm		Pending	Not initiated
Strategic Objective: Establish online engineering bookshop				
Online Engineering Bookshop	Partners with Engineering Books / Online Journal Publishers to provide access to subsidized books / Journals for members of IEK	0	In progress	Launch of the 1st African Journal of Engineering and Innovation (AJERI)
Strategic Goal 4: Raise revenue to Kshs 600million by 2023				
Strategic Objective: Enhance revenue from existing sources				
Increase subscription fees to Ksh 160m by 2023	Increase in membership and raise subscription fees	15,000	In progress	KES 64,077,031.65 generated (17% achievement)
Raise revenues from other existing	Conference	30,000	Achieved	124% achieved (KES 22,692,304.00 generated)
	Journal		In progress	"Engineering in Kenya" Magazine- already generated KES 8,645,200 from advertisement

Strategy	Activity	Baseline (As At 31.12.18)	Status	Remarks
Strategic Objective: Additional sources of revenue				
Merchandise (branded items)	Merchandise		Achieved	100% achieved
Publications (guidelines, journals)	Publications		In progress	Launch of the 1st African Journal of Engineering and Innovation (AJERI) "Engineering in Kenya" Magazine- already generated KES 8,645,200 from advertisement
International	Organize Annual International tours		Achieved	
Strategic Goal 5: Strengthen IEK institutional capacity				
Strategic Objective: Promote good Corporate Governance				
Enhance Customer Service	Develop and implement customer service charter		In progress	Service charter
Ensure Compliance with laws and policies	Conduct Financial audits		Achieved	Annual audited accounts developed
	Establish legal advisory panel		Pending	Not commenced
Enhance effectiveness of the Council	Conduct Annual Board evaluation		In progress	TNA implemented
	Develop Board charter and Annual plan		Achieved	100% complete - Council charter in place
Safeguard IEK assets	Develop and implement Asset management policy		Pending	Not developed yet
	Establish and maintain Asset Register		Achieved	100%- IEK Asset register in place
Strengthen IEK systems and procedures	Develop and implement Financial Management policy and system			Financial policy not developed
	Develop and implement Quality Management System		Pending	QMS not developed
Effective procurement practices	Development procurement policy and manual		Achieved	100% done- Procurement department established and policy developed
	Establish framework contracts		Pending	No framework agreement entered into so far
	Maintain prequalified list of suppliers		Achieved	Annual prequalification of suppliers done
Strategic Objective: Ensure optimal Human Resource Capacity				
Ensure Optimal Human Resource	Align Organization structure to Strategic Plan		Achieved	Expansion of the secretariat to 14 staff
	Develop Human Resource Manual (including scheme of service)		In progress	Not finalized
Strategic Objective: Automate IEK operations				
Develop and maintain IEK integrated Management Information System	Develop and implement ICT policy		Pending	Not developed
	Establish Enterprise Resource Planning system to integrate key IEK function areas (finance, membership, HR, procurement etc)		In progress	System development in progress
	Maintain up to date ICT facilities		In progress	ERP development in progress
Promote automation and security of IEK operations	Automate IEK processes (members portal, online bookshop, e-learning portal)		In progress	E-voting in place Membership management system established
Strategic Objective: Construct Engineering Tower				
Construct tower	Construct Engineering Towe		Pending	Engagements for land acquisition done with Konza Technopolis Development Authority
	Facilities for conferencing, seminars and mentorship (to reduce costs of IEK programs)		Pending	

A. Quarterly and Annual Work plan Format

Implementation Year _____ Quarter _____

B. Progress Report Format

(Footnotes)

Saving, voluntary donations



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